

# Sales Management

THE MAGAZINE OF  
MARKETING

JAN 2 1958

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On Educational TV Program

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And Selling Must Start from Scratch

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TO  
MEET  
THE  
CRITICAL  
NEED  
OF  
OUR  
DAY

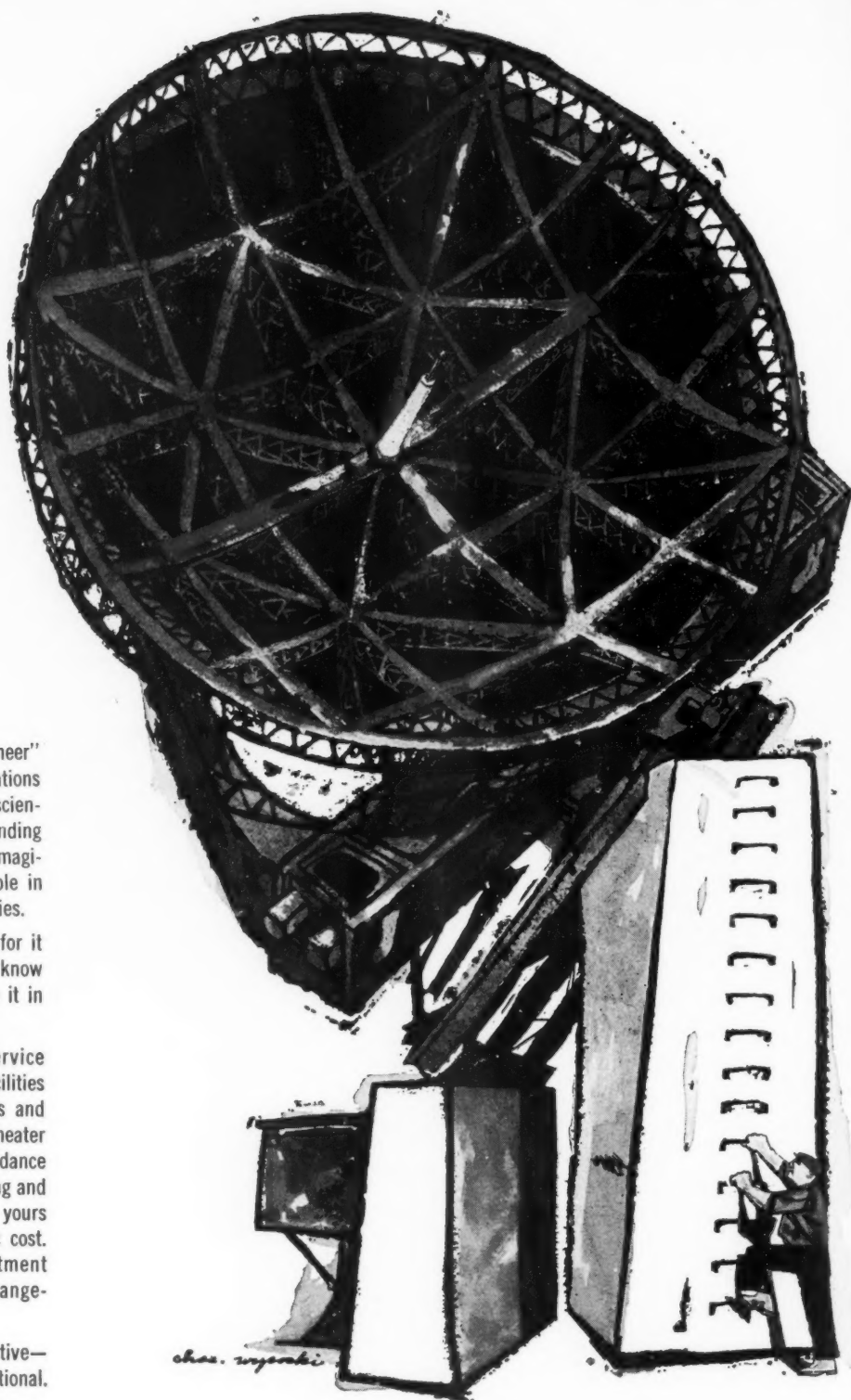
Chevrolet's "American Engineer" makes a major public relations contribution to America's scientific strength. This outstanding film is now capturing the imagination of 11,002,750 people in 4,023 theaters in 3,056 cities.

Continuing brisk demand for it shows movie exhibitors know Box Office when they see it in Jam Handy productions.

Jam Handy One-Stop Service offers you the skills and facilities you need to put products and ideas across to movie theater audiences. Top-flight guidance in planning, writing, casting and controlling production is yours for the asking at realistic cost. Our Distribution Department handles all booking arrangements.

Distribution can be selective—community, regional or national.

All audiences counted and verified. Book it through...



*The* **JAM HANDY** *Organization*

MOTION PICTURES • DRAMATIZATIONS • PRESENTATIONS • VISUALIZATIONS • SLIDEFILMS • TRAINING ASSISTANCE

CALL	Judson 2-4868 NEW YORK	Hollywood 3-2321 HOLLYWOOD	Trinity 5-2458 DETROIT	Enterprise 6289 DAYTON	Zedith 0143 PITTSBURGH	State 2-6757 CHICAGO
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**7 OF THE  
TOP 10 RADIO  
ADVERTISING  
CAMPAIGNS  
ARE ON**



**NBC RADIO**

**...WHERE MORE PEOPLE ACCUMULATE!**

The latest Nielsen Radio Index again shows NBC Radio the #1 network medium for circulation.\*

*Seven of the top ten, including the first four, radio advertising campaigns—ranked in terms of unduplicated homes covered weekly—are on NBC Radio.*

*The number one campaign, in fact, delivers over a million more different homes in a single week than are reached by the average EVENING TV program.*

Audiences accumulate faster on NBC Radio because NBC Radio provides: programs that appeal to a wide

variety of tastes...the greatest commercial flexibility...unique dispersion patterns.

Which helps explain why NBC Radio has been selected by *more* advertisers and more *different* kinds of advertisers than any other network.

**NBC RADIO**

\*October 11, 1957



IDEA NO. 110

### DOLE Does It Again!

Here's a shelf-talker that *really* "paddles its own canoe"! Joint idea of HAL GRISWOLD, ad mgr. for HAWAIIAN PINEAPPLE CO., LTD., of San Francisco, and BOB BACH, a.e. in N. W. AYER's S. F. office. Colorful litho work and die-cutting handled by JIM BARRY, veep of the JAMES H. BARRY CO., S. F. lithographer. Result: a unique, *two-sided* shelf piece that goes up with the aid of two "spots" of inch-wide KLEEN-STIK. Salesman or dealer merely *peels off* backing, *presses* into place, and *presto*—the message hits the eye from *both* directions!

### Outstanding

## P.O.P. Ideas

Featuring the World's Most Versatile Self-Sticking Adhesive!



IDEA NO. 111

### Recipe for Popularity:

To speed distribution of recipes and other literature, follow the formula of the AMERICAN SHEEP PRODUCERS COUNCIL, of Denver: Take a colorful, appetizing replica of the product; season well with an *ingenious* die-cut-and-fold design by IRENE FRAGAS, of the Council's agency, BOTSFORD, CONSTANTINE & GARDNER, San Francisco; blend in a neat reproduction job on stiff card stock by STECHER-TRAUNG LITHO CORP., also S. F., under the watchful eye of BUD APMAN; then *top it off* with a strip of moistureless, self-stickin' KLEEN-STIK on the back!

See your regular printer, lithographer, or silk screen printer for more business-building KLEEN-STIK ideas...or write on your letterhead for our free "Idea-of-the-Month".

## KLEEN-STIK Products, Inc.

Pioneers in Pressure-Sensitives for Advertising and Labeling

7300 W. Wilson Ave. • Chicago 31, Ill.

# Sales Management

THE MAGAZINE OF MARKETING

December 20, 1957

Vol. 79, No. 15

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LEXington 2-1760

## HIGHLIGHTS

### DON'T YOU WISH YOU COULD TRAVEL LIKE JOHN FOSTER DULLES!

He sets out in a special Government plane; a private secretary follows in his wake; several trained assistants go with him everywhere; he carries nothing in his hands. He's hardly a typical traveling executive. But you can learn a few tricks from Mr. Dulles on how to manage while you move.

### 16 WAYS EXECS DODGE DECISION-MAKING

This penetrating look into executive psychology may make you squirm. It will almost certainly drive home the realization that you have filled some executive-level positions with men who are not qualified to handle them.

### RALSTON'S "BOLD JOURNEY" IN TV

Educational TV can be commercial. Example: Ralston Cereals' "Bold Journey"; weekly on ABC. In addition to all the families reached through this series, a fast-growing group of teachers—currently more than 40,000—travel Ralston's "Journey" with 1.5 million pupils. In 12 month periods, Ralston's sales growth has climbed steadily from 8% to 21%.

### SELLING FROM SCRATCH

George A. Fowles, Manager, Plastic Materials Sales, B. F. Goodrich Chemical Co., reports how "Geon," an industrial product was successfully introduced; starting from scratch.

### THESE EXECS KEEP ONE FOOT IN THE FIELD

Only out in the field, where they can watch the reactions of store buyers and customers, are Phoenix Hosiery executives able to see whether their merchandise program is clicking. They find travel is broadening—and sharpening.



Audit  
Bureau of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y. SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa. Walnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

SALES MANAGEMENT



## OUTSTANDING DIRECT MAIL

Union Bag-Camp Paper Corp.'s direct mail campaign took the top award at this year's Direct Mail Advertising convention. It was so successful it will be repeated in 1958. And the problem it solved is one that exists in a wide range of industries.

## NORGE LOCKS UP SALES

Norge retailers are turning their stores into jailhouses and salesmen into striped jailbirds. The reason is a "Locked-In-Sellathon" which "transforms the salesman from an ordinary guy to a real actor. A good time is had by everyone, and, most important, appliances really move from the floor," says Norge's president Judson S. Sayre.

## IF FEDERAL STATISTICS DON'T SUIT YOU

... or if the government threatens to stop compiling ones you find useful, you may get the action you desire by working through a new group: Federal Statistics Users Conference.

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## THE INQUIRING ADVERTISER:

# "I Have A Sales Problem"

Answered by John Pepper and Bert Ferguson, owners of Radio Station WDIA, Memphis.

Question: I am a sales manager with a sales problem in the Mid-South. As a southerner can you suggest some solution that I could be missing?

Mr. Pepper: There is definitely a solution you may be missing. As a southerner, I know from actual facts that there are advantages available in this area that are not in other sections of the country.

Mr. Ferguson: This fact alone is worth cash to find out—that the Memphis trading area is 40 percent Negro.



Mr. Pepper: Suppose you could sell that 40 percent as a unit?

Mr. Ferguson: You can. Right in this area are nearly one-tenth of all the Negroes in the United States. The large Negro market in the whole world. And delivered as a unit, by the one medium they all know and respond to, WDIA.

Mr. Pepper: WDIA was the first Negro radio station ever to be built in this section of country. That means, it has a powerful loyalty appeal. In their own language — it sells these people and it sells them with the only 50,000-watt transmitter in this area.

Mr. Ferguson: But there's something just as important for you to know about this market, which you aren't likely to find out from marketing surveys. And that's the fact that this 40 percent of the people spends 80 percent of its money. It's a proven fact. They made \$616,294,100 last year. And they will spend—on the average —80 percent of it on consumer goods.

Mr. Pepper: What's more, they buy quality, too. We have success story after success story, rolled up by advertisers like *Scansdown Cake Mixes*, and *Kools*, and *Carnation*, and *Fitch Shampoo*. All of them based on that wonderful, fabulous true story, of a market found nowhere else in the world, and a medium tailored to suit it.

Mr. Ferguson: That 40 percent of Memphis actually buys far beyond what you'd expect. That 40 percent buys 52.9 percent of the women's hosiery sold here. They buy 55.7 percent of the salt. They buy 63.8 percent of the flour.

Mr. Ferguson: And you can tap this market for your own product, through WDIA. In fact, there is no other medium of any kind that comes anywhere near the coverage—much less the acceptance—of WDIA.

Mr. Pepper: For that's the big factor in WDIA's own success story. WDIA is the first radio station ever to broadcast for Negroes only. It's *their* station. It gives them your sales message in *their* language. And they're loyal to it.

Mr. Ferguson: What you can get in on here is a special appeal, to a special mass group, through a special medium. These are the 80 percent spenders that make up almost half the population. And they're delivered to you as a unit.

Mr. Pepper: So drop us a note, give us an idea of what your line is, and see what we can give you by way of proof. I'll personally guarantee you—no matter what your field is, and your product is, we've got facts and figures and case histories that will make you sit up and take notice. Write us today.

Mr. Ferguson: We'll look forward to hearing from you.

WDIA is represented nationally by John E. Pearson Company.

Commercial Manager, Harold F. Walker



# Get..... HOMETOWN, U.S.A. SALES HELP

**from W.N.R.'s** modern, up-to-date sales and service department which operates fast and efficiently from a network of offices—New York . . . Atlanta . . . Chicago . . . Detroit . . . Los Angeles.

*Call a W.N.R. representative for special sales development reports and information pertaining to grocery field, drug sales, automotive, gasoline, liquor, agricultural market and newspapers to fit your distribution pattern.*

Hometown U.S.A. weeklies are *must reading* in our market of 82,500,000 consumers or 50.5% of U.S. Markets. Let marketing trained W.N.R. representatives work with you for more sales, plus information on 1 order, 1 bill, 1 check service plan.



**WEEKLY NEWSPAPER REPRESENTATIVES Inc.**

404 Fifth Avenue, New York 18, N. Y. Phone: Bryant 9-7300

*Serving the Advertisers and agencies in behalf of America's Weekly Newspapers*  
Branch Offices: Atlanta • Chicago • Detroit • Los Angeles



Two point two for a cent!

You can talk to an average  
\$10,000 cash income farm family  
2.2 times for one cent (1¢)—  
in full pages in *Successful Farming*!  
Best advertising buy of the year...  
selected package of 1,000,000 plus  
farm families which make money,  
spend money. Nowhere else  
can your advertising get a more resultful reception  
from such a worthwhile audience—  
than in SF, which for fifty years  
has earned its reader's confidence  
by increasing their cash and comfort!  
And you balance national advertising coverage  
where general media run thin.  
Ask any SF office for details.

*Successful Farming*... Des Moines, New York, Chicago, Detroit  
Philadelphia, Cleveland, Atlanta, San Francisco, Los Angeles

## Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

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Subscription Manager, C. V. Kohl

U. S. and Canada: \$10 a year

Foreign: \$15

### ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

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Bill Brothers Publications in MARKETING  
(in addition to Sales Management): Sales



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Practice, INDUSTRIAL: Rub-  
ber World, Plastics Technol-  
ogy, MERCHANDISING: Fast  
Food, Floor Covering Profits  
and Tires, TBA-Merchandising.

Copyright, Sales Management, Inc., 1957

SALES MANAGEMENT

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# GOOD LOOKIN'

## NCS No. 2 CIRCULATION

	DAYTIME HOMES		NIGHTTIME HOMES	
	WEEKLY	DAILY	WEEKLY	DAILY
WHO-TV	181,490	121,620	211,500	166,460
Station B	175,650	123,430	204,280	163,920
Station C	176,340	104,930	218,690	148,320



More Central Iowa families watch WHO-TV every day than any other television station in the area.

The September 1957 ARB Des Moines Metropolitan Survey of this 3-station market shows that WHO-TV is first or tied for first in 41% of all quarter hours surveyed.

On weekday afternoons, 12:00 to 6:00, WHO-TV leads or is tied for first in 70 of 120 quarter hours — delivers an average of 8.0% more television homes!

WHO-TV offers advertisers the same top-notch programming, promotion and audience loyalty that has always distinguished the WHO Radio operation. Ask your PGW Colonel for all the facts.

WHO-TV is part of  
Central Broadcasting Company,  
which also owns and operates  
WHO Radio, Des Moines  
WOC-TV, Davenport



# WHO-TV

## Channel 13 • Des Moines

Col. B. J. Palmer, President  
P. A. Loyet, Resident Manager  
Robert H. Harter, Sales Manager



Peters, Griffin, Woodward, Inc.  
National Representatives



SALES MANAGEMENT



"Why are the farmers getting a decreasing share of the consumers dollar?" asks Lansing P. Shield, president, The Grand Union Co., one of the nation's 10 largest food chains. Shield answers with several reasons, chief among them, the costs now hidden inside the package.

"Farmers will find most of the missing share of the consumer's food dollar," Shield contends, "in the form of ready-for-the-table pre-cooked and pre-packaged meals. To put the servant there has cost millions of dollars. This is the price the housewife is willing to pay for getting out of the kitchen — for hiring the invisible cook."

The consumer wants and demands pre-packaging. The consumer really does not care who performs this service. Few farmers or farm cooperatives have taken the initiative in packaging their foods. So the opportunity to serve consumers the way consumers want to be served today has been almost entirely pre-empted by processing firms. That is one reason why you hear so many charges about the "needless and excessive" costs of maintaining the function of the middleman.

"The more efficiently the farmer can integrate processing with marketing," declares Shield, "the more successful he will be in getting his full share of the food dollar. As our whole economy moves further and further toward mass production and mass distribution, it is logical for the farmer to develop methods of supply that dovetail into this system."

The manufacturers of packaging materials and packaging equipment have a vast market among growers of farm products.

## Scientists Know How to Sell

It is difficult for an individual company or industry to make a sale if it is bucking an indifferent or frigid climate. No group has had more recent and bitter experience trying to sell to a frigid market than our scientists.

But since Sputnik went into orbit October 4, our scientists find that they don't have to make the hard sell. People in all walks of life, who were previously hostile or indifferent, have taken up the cudgels to win more money for pure science, for applied science, for engineering, for the training and employment of technical people.

People engaged in pure scientific research know they are on the side of history, though they may find themselves in disfavor or neglect for a decade or generation. But the people's appetite for new things soon causes businessmen to run out of new discoveries which can be turned into today's goods and services.

For example, Dr. Joseph Kaplan, egotistical, witty and practical pure scientist (born in Hungary) who heads the United States' International Geophysical Year effort, recently reminded us:

"When Michael Faraday made his discoveries in the Royal Institution of Great Britain, Sir William Pitt, who was the Prime Minister of England, questioned Faraday. Faraday's discovery led to the electromagnetic inductor which brought about the industrial revolution. Faraday replied that he didn't know what good his discovery would do, but that he could say that the discovery surely would be taxed!"

By repeating Faraday's famous remarks, Dr. Kaplan, who used them in addressing the National Association of Manufacturers, made a big sale to the industrialists. Dr. Kaplan, a superb salesman, capitalized on the favorable climate in which he knows science is now operating. He chose a dramatic moment in history. He selected businessmen's words to talk with businessmen. And he made the sale on behalf of all science, not just for himself or his specialty.

SEE WHAT'S NEW ON **2**  
FOR YOU IN  
**TULSA!**

### "coverage"

KVOO-TV blankets north-eastern Oklahoma with the tops in network and local programming. This coverage is backed up by revealing market research, merchandising and promotion aids, and constant attention to your account and problems.

### "wampum"

KVOO-TV blankets a \$1-billion market. Out of the top 90 key industrial markets, Tulsa has the fastest dollar value growth of any city in the nation.\* If you have something to sell, you can sell more of it in northeastern Oklahoma . . . over KVOO-TV.

\*U. S. Census of Mfg., U. S. Dept. of Commerce

**NOW AVAILABLE!!**

A wide selection of good spots in popular participating shows. I.D.'s, 20 sec., and 1 minute spots in all classes. Check up to the minute availabilities with your nearest BLAIR-TV man.

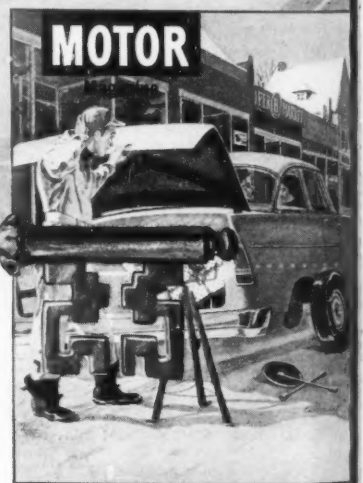
**KVOO-TV**  
channel **2**



For current availabilities contact any office of Blair Television Associates.



*A Hearst Magazine is*



# is the key to America on wheels!

Men who spend most of their waking hours beneath the chassis of a car—or behind the glass window of a showroom—have little time for media of general interest, be they the printed page or the broadcast word.

For theirs is a very particular world—a world dedicated to supplying a restless America with cars and seeing that those cars keep rolling.

How would you reach these men, speak to them, persuade them? Certainly one way would be through the pages of their favorite magazine, *Motor*—edited by people who would rather hear an engine sing than the whole Metropolitan Opera.

#### Traveling America's highways...

More than 60,000,000 cars and trucks are traveling America's highways this year. And they're complicated vehicles, too. You can imagine the immense service problems involved—and so can the editors of *Motor*.

That's why so much of their time is spent behind the wheel of a car (or exploring beneath the hood)

...visiting repair shops...checking, watching and absorbing...to get the material that helps their readers serve America on wheels dependably.

And it's why *Motor* today is not only at the head of the automotive publication field, but is among the top business publications of the nation.

#### Key men—Key markets

Hearst representatives—like those who represent *Motor*—are key men in the publication field—because each speaks for a magazine keyed to its readers, not spread abroad. These key men talk specifics, not generalities. They speak primarily of interests as the key to circulation.

And Hearst markets are key markets—because they are based not on charts or figures, but on the personal, intense enthusiasms of particular consumer groups.

If you want to be "at home" with these people—whether they service cars or set the trend in women's fashions—let Hearst Editorial Insight be the key to their attention.



## HEARST MAGAZINES

10 keys to the special interests of 10 groups of people



## We're Not Looking For a Fight... But

When Mr. Frank Ahlgren of the Memphis Commercial Appeal invited us to lead a discussion as to the value of syndicated Sunday supplements at the annual Southern Newspaper Publishers' Assn. meeting in Boca Raton, Fla., we protested that we did not believe in this vehicle, and had cancelled out the Family Weekly as after April 6, 1958.

He wrote back that he didn't care what we thought on the subject, he was just inviting us to speak our piece.

This we did. We said the syndicated supplements are slow death to general newspaper advertising.

Now we hear Family Weekly representatives refuse to admit our cancellation. We don't care much about this, either. Except that some of our prospective advertisers are confused.

A Family Weekly rep, told one agency that we had breakfast with FW's publisher at Boca. He is a nice guy. He has given us two Bibles, one chair. We like Bibles, we like nice guys. We like to breakfast with them. However, when he asked us to cancel our cancellation, we stood firm and we are still standing there.

We are not mad at Mr. Davidow, Family Weekly or anyone else. We are simply running our own business, our home-edited business. We bought Family Weekly because at that time we could not buy newsprint to give us a Sunday volume of pages or a package, as they say, to which our market is entitled.

Now that we have the print contracted deep in the future, we will, after April 6, enlarge our own Florida Magazine from 32 to 40 pages, ALL HOME PRINT, ALL HOME EDITED, home drawn with three cartoonists and ten times as many writers. We are now installing a \$1.5 million, brand new colorful fire-red press. This is full of color and we will be able to produce full color on every page of our own home-edited, home-drawn Florida Magazine. It isn't Roto, but it is Local.

### Martin Andersen

Editor, Owner and Number One Galley Boy.

**Orlando Sentinel-Star**  
**Orlando, Florida**

## CORPORATE CLOSE-UP

### Marketing Concept At Work for...

# Permaglas®

W. T. Halket and his 50 salesmen like the fruits of the new marketing concept.

Since August, Halket's title has been director of marketing, Permaglas Division, A. O. Smith Corp. January 6 Halket will tell distributors [at the first in a series of meetings] that under the marketing concept, Permaglas sales rose almost 10% in August and September while industry sales declined about 11%; that Permaglas expects to increase sales 25% in 1958 over '57.

Now Halket's salesmen sell 15 gas water heaters and 23 electric water heaters plus a complete line of heating and cooling equipment. But before last August, they were specialists; separate salesmen sold the separate products. At that time, Halket's title was general sales manager of domestic water heaters. Now he works horizontally on the new Permaglas organization chart with two committees—product planning and pricing—and vertically with a general sales manager and four product sales managers and considers these groups the basis that make a total marketing concept possible.

Why the change? Halket says: "Our plant [at Kankakee, Ill.], opened in 1946, was originally designed to produce 21,000 glass-lined domestic water heaters a month. Now we're making more than 50,000 a month." Along with the increased production in water heaters, Permaglas found itself spring-boarded into the heating and air conditioning fields. While production was integrated, the sales function wasn't and Permaglas decided to do something about it. Once the new plan was adopted, less than six weeks were needed to effect the reorganization with every man functioning in his job and the committees giving recommendations and pricing decisions in record time.

Formed in 1939 when parent company A. O. Smith, Milwaukee, developed a glass formula found to be better for water heaters than galvanized metal, Permaglas says it now leads in water heater sales. Major competitors: Rheem, Day & Night, and John Wood.

This year, domestic water heaters are providing 70% of Permaglas' dollar sales, and they're expected to provide much of the division's projected 25% sales increase for 1958. Of the three and a half million water heaters sold annually by the industry, two and a half million are replacements; the others are in new construction. Permaglas particularly wants to increase its replacement sales. To aid its 125 distributors and 10,000 retailers, Permaglas is investing about a million and a half dollars in advertising; the bulk going into magazines and newspapers.

Sales of Burkay, the company's commercial water heater, represent 17% of total sales with the two major applications being swimming pools and restaurants. Heating and cooling equipment account for the remaining 13% of volume.

Although A. O. Smith doesn't disclose divisional sales breakdowns, S. E. Wolkenheim, the firm's vice-president of marketing, says Permaglas is in the top four of the firm's 15 divisions. A. O. Smith's fiscal 1957 sales totaled \$267.3 million against \$238.2 million in 1956.

Getting Permaglas off to a working start under the marketing concept has kept Halket away from his single hobby—golf. "But I haven't had time to miss it," he says. "Watching this start and watching it work is as fascinating as a string of birdies."

## LETTERS TO THE EDITORS

### competition, hooray!

EDITOR, SALES MANAGEMENT:

We were deeply gratified to read "The Headaches of a Near Monopoly" in your Nov. 1 issue. [p. 102]

Too many marketers today pine for such a "state"—for their business. Seemingly, they do not realize the many pitfalls—marginal acceptance, pricing difficulties, market contraction, etc. Few seem to recognize the benefits—to themselves—of maintaining a truly competitive force in their markets.

A cheer for competition!

George E. Peterson

Executive Director  
The Institute of Consulting  
Marketing Engineers, Inc.  
Chicago, Ill.

### if more businessmen

EDITOR, SALES MANAGEMENT:

I just finished reading your "Dividends vs. Development" article [The Publisher's Page, p. 20, SALES MANAGEMENT, Nov. 15] and wish to compliment you on a really fine piece of work. If more businessmen thought as you do, the overall situation would become healthier.

Harold C. Lund

Vice-President  
Westinghouse Broadcasting Co.  
Pittsburgh, Pa.

### marketing on the move

EDITOR, SALES MANAGEMENT:

The definitions of "Marketing" on page 69 of your "Marketing on the Move" issue [Nov. 10] reminded me of an attempt at it which I had occasion to make in 1947, as a Director of Marketing Research: "Marketing is implementing the coordination and consumer orientation of every factor in the life of a product or service—from conception to consumption—toward predetermined profit or growth objectives."

In my opinion, this applies also to a soundly conceived marketing research function with regard to responsibility for evaluating each of these factors in that context.

Carl C. Austin  
Management and Marketing Counsel  
Newark, N. J.

EDITOR, SALES MANAGEMENT:

Who done it?

I'm referring to your slogan, "This rich, restless country." I think it's

terrific as a description of America.

I have just opened your "Marketing on the Move" issue and have gotten a number of good ideas. I am going to use some at a sales meeting the week after next. Congratulations on a grand job!

Sherman P. Storer

Mohasco Industries, Inc.  
Amsterdam, N. Y.

EDITOR, SALES MANAGEMENT:

Having just finished reading "This Rich Restless Country" in your Nov. 10 issue [p. 16], I am deeply impressed by a number of the points you have made. In my opinion this article should be "must" reading for anyone engaged in any aspects of marketing.

Would it be possible to secure reprints of this article for our use?

George M. Chute

Assistant Director  
Marketing and Research  
Campbell-Ewald Co.  
Detroit, Mich.

► SM grants permission to make your own reprints. Just ask.

EDITOR, SALES MANAGEMENT:

Congratulations! Your Nov. 10 issue is without doubt the best I've ever read, and I've been reading SALES MANAGEMENT for many, many years. It has become a Bible in most sales managers' work.

M. Robert Wilson

Steltenkamp-Wilson  
and Associates  
La Grange, Ill.

EDITOR, SALES MANAGEMENT:

It has been many years since I've done a complete rereading job on any issue of any magazine, but since yesterday morning most of my time has been spent on your "Marketing on the Move"—truly a magnificent job.

The master minds who disclose their interpretation of Marketing seem to agree on most major points, but F. J. Borch is, I believe, the only one who said, "We must focus our business on the customer's needs and desires." The others say "needs." If they were right, the advertising business would be in a bad way. As Motley has emphasized in a few thousand speeches, advertising's biggest job is to stimulate wants. If we produced

(continued on page 27)

ONE OF THE  
FIRST 100 MARKETS



ARGUS and DISPATCH  
COVER

3 OF THE 4  
QUAD-CITIES

where 57% of  
the people live

.....

FULL

ROP COLOR

available daily

MOLINE  
DISPATCH

and

ROCK ISLAND  
ARGUS

REPRESENTED BY ALLEN-KLAPP CO.



# Unique

New Yorker readers are particularly responsive to an arresting idea, and so the unusual creative approach\* has special appeal. That is why so many spectacular and successful advertising campaigns have been seen first in The New Yorker.

\*A publishing principle which has guided The New Yorker for thirty-two years.



THE  
NEW YORKER

*New York, Chicago, London, San Francisco, Los Angeles*



## LETTERS

only needs our economy would go to pot.

Lionel B. Moses  
Parade Publications, Inc.  
Chicago, Ill.

### keep punching

EDITOR, SALES MANAGEMENT:

I don't appreciate the fact that you omitted the perforations in your Nov. 10 issue. If this is test program, count my load vote for more perforations.

John P. Hayes  
National Gypsum Co.  
Indianapolis, Ind.

► All SALES MANAGEMENT issues will continue to be perforated, except the reference issues of May 10, July 10, Sept. 10 and Nov. 10.

### too free with the guarantee

EDITOR, SALES MANAGEMENT:

An item in your "Sales Promotion Idea File" [Nov. 1, p. 68] caught my interest when I read that a film producer "guarantees at least 200 telecasts of the sound-color motion picture they produce for you."

The producer tossing out that guarantee so blithely should have remembered the occasional client who insists on dictating everything that goes into the film he is paying for, often with results that are pleasing only to him.

Wm. B. Laub  
United World Films, Inc.  
New York, N. Y.

### poultry feed and high finance

EDITOR, SALES MANAGEMENT:

In your Oct. 18 issue, you quoted me as saying that General Mills, Ralston Purina and Pillsbury control about 90 to 95% of the market. ["Hottest Word in Sales: Marketing," p. 42] I believe there was somewhat of a misunderstanding in this statement in that I was attempting to convey that the broiler market is being financed about 90 to 95% by feed manufacturers and other contract organizations.

In total, I believe the twelve largest feed manufacturers in the country only control a little more than a third of the total poultry feed.

K. E. Braendle  
Market Analyst  
Western Condensing Co.  
Appleton, Wis.

## SANTA COMES TO SEE US FIRST



Now is the happy time.

These are the days when frugal fathers relent, when mothers busily plot new Christmas surprises, when grandparents shamelessly spoil the youngsters.

And among the most exciting gifts being secretly stored in attic nook and closet cranny are the toys for the children.

Thoughtful Santas often choose toys (and other gifts) that have been advertised in our pages. For they know that each toy we recommend has been investigated by our pediatricians and engineers. We study it for safety first, searching for sharp corners, glass or pin eyes or insecure buttons that could be swallowed.

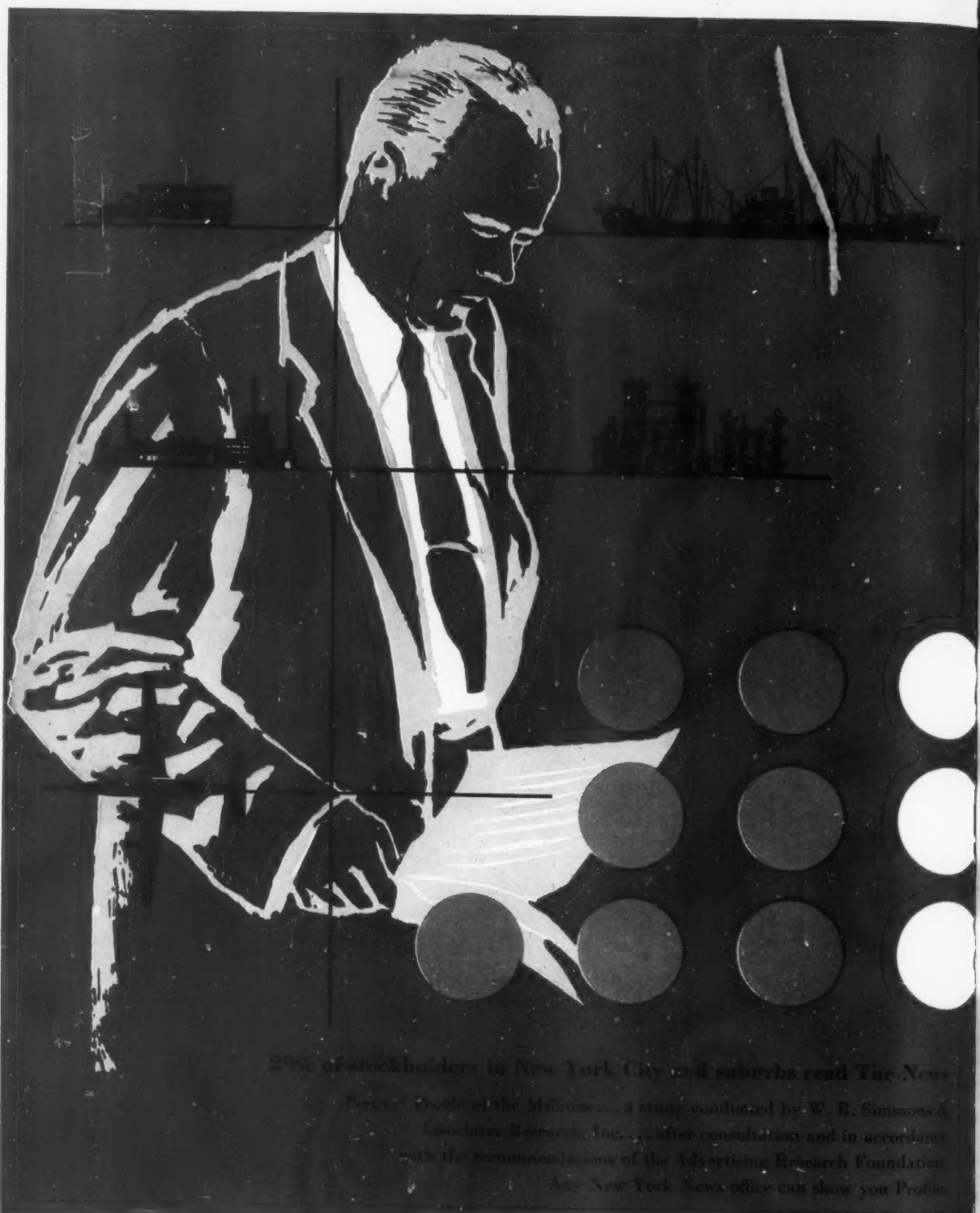
We probe to learn whether a child could hurt himself by falling from or with the toy, such as a poorly constructed hobby horse or play chair.

And because babies chew almost anything, our Chem Lab checks the paints on toys as we would a baby food. That is why we accept no painted toy containing lead, arsenic, cadmium, chromium or antimony in sufficient concentration to harm a baby.

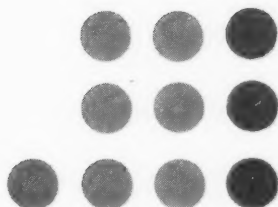
Lots of work? You bet. But it creates the confidence that inspires millions of Santas to shop our pages first.

To make a merrier Christmas for everyone, we suggest you look at our current Christmas issue. Santa makes sure that the kids are good; we make sure of the gifts. It's a pretty merry Christmas combination. PS: Merry Christmas to you, too. Good Housekeeping, 57th St. & 8th Avenue, New York 19.





29% of stockholders in New York City and suburbs read The News  
Survey: Profile of the Millions... a study conducted by W. R. Simmons &  
Associates Research, Inc., after consultation and in accordance  
with the recommendations of the Advertising Research Foundation.  
Any New York News office can show you Profile.



# Want stockholders?

*... The News reaches more stockholders than any other New York morning or evening newspaper!*

Stockholders are dividend-spenders and luxury buyers. And The News is read by more of them than any other New York newspaper—


30,000 more than the  
World-Telegram & Sun  
70,000 more than the Times  
140,000 more than the  
Herald Tribune  
160,000 more than the  
Journal American  
210,000 more than the Mirror  
230,000 more than the Post

Stockholders have plus-spending power, extra checks for consumer purchases, are

capable of buying the upper price lines, better merchandise, the choicest items—are fine customers for everything you have to sell. And The News is their favorite medium!

The News also gives more bondholders, more \$10,000 and up incomes, more two car owners, more families with children, more home owners, more customers for quality merchandise and volume!

In the nation's largest and richest market, The News with more than 4,780,000 readers daily reaches more of the wealthy and higher income—gives most sales in every bracket, including the upper! Ask the nearest News office for all the facts.

**The  News,** *New York's Picture Newspaper...*

*with more than twice the circulation, daily and Sunday, of any other newspaper in America...*

# PACKAGING FOR PROFITS

## MANAGEMENT'S DUAL CONSIDERATION

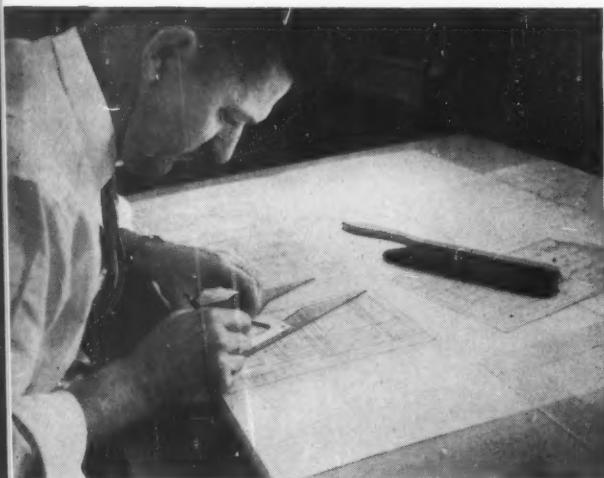
**Self-service selling plus steadily increasing costs  
make the package decision a management responsibility**

Your two most important management considerations leading up to a packaging decision are sales... and costs. The question is: which package will do the most powerful selling job... and at the same time contribute favorably to profits? In many cases, the answer is the molded plastics package.

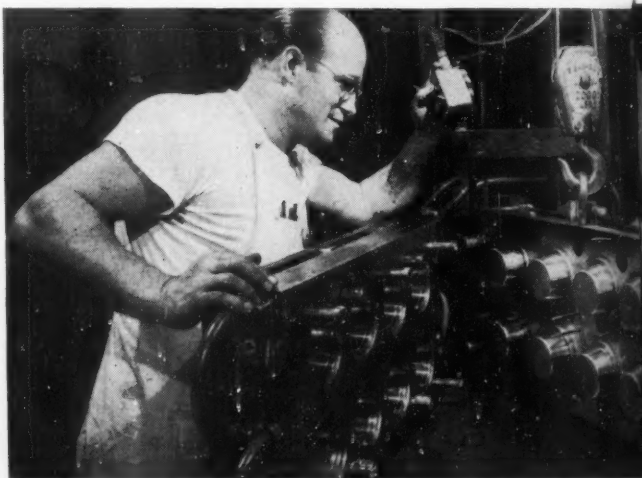
There is the obvious sales stimulant of sparkling transparency that permits your product to sell itself. Or if you prefer, there are appealing colors to make your package more visually attractive at the point of sale. Molded plastic packages can be designed and manufactured to your specified shapes and sizes for distinctive styling and sales appeal.

The well-rounded merchandising experience of the plastics package molder can be valuable in fulfilling the sales requirements of your own package. But in addition, his careful analysis will include such important cost considerations as: the impact and strength requirements for positive protection in shipment and at point of sale... supplying you with a package of the proper weight to minimize shipping costs... fitting the package into your present loading procedures.

As the packaging decision becomes a management responsibility involving both sales and costs, there is no more experienced counsel to call upon than that offered by your plastics package molder.



A completely staffed design department at Wilpet can custom tailor molded plastics and packages for just about any product. Such important factors as shape, size, mechanical, chemical, and volume requirements are thoroughly examined before design begins.



Wilpet's completely equipped tool shop can produce a master mold to tolerances as fine as  $\pm .003$ ". Their production facilities include 20 injection molding machines with a combined output as high as 1,250,000 units daily!

*Monsanto supplies a large variety  
of Lustrex® styrene molding compounds  
to America's leading  
molders of plastics packaging*



\*LUSTREX: REG. U.S. PAT. OFFICE



A unique package and  
serving dish combination  
is displayed with  
William L. Niclaus,  
President of Wilpet Tool  
& Manufacturing Company,  
Kearny, N. J. This  
goblette is one of the  
many creative packages  
produced by Wilpet.



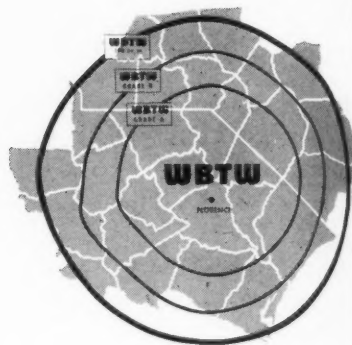


You can reach One  
Million people with  
One Billion to spend in  
The Milky Way Market . . .

By selecting from a  
combination of 39  
radio stations and 61  
newspapers . . .

OR

With one complete buy  
. . . the unduplicated  
coverage offered by  
Television Station WBTW  
at a cost per thousand  
families of 55¢!



# FLORENCE

*the milky way market*

REPRESENTED NATIONALLY BY CBS TELEVISION SPOT SALES



JEFFERSON STANDARD BROADCASTING COMPANY



## Ways Executives Dodge Decision-Making

This penetrating look into executive psychology may make you squirm. It will almost certainly drive home the realization that you have filled some executive-level positions with men who are not qualified to handle them. The crux is this: If a man consistently avoids making any kind of decision that involves risk, he is over his head in his job.

By **ROBERT N. McMURRY**  
McMurry, Hamstra & Co.

The popular stereotype of the executive, whether he be president or head of sales, production, engineering, finance or research, pictures him as a man of decision. As he sits enthroned among his pushbuttons, telephones and hovering secretaries, he is seen as barking commands, giving instructions and, above all, making decisions.

The ability to make decisions is regarded as standard equipment of the business leader, just as skill with the scalpel is attributed to the surgeon, or mastery of public speaking to the clergyman. An executive who cannot make decisions is popularly regarded as somewhat of an anomaly.

But decisions, especially at the executive level, are not always easily made. This is because a number of them entail risk, particularly those which are concerned with the future. Routine, "problem-solving" decisions dealing with familiar situations which are repeated day in and day out involve only negligible risk; so do those made in the middle and lower echelons of management where every position is well "structured," i.e., everyone has precedents or a "book" to go by.

It is when the problem begins to

contain a number of unknowns that the element of serious risk begins to enter. For example, a company may consider entering a new field. The problem of markets becomes a real one, fraught with many uncertainties. Since many decisions, e.g., plant expansion plans, may necessitate projections into the future of from five to twenty years, the risk increases proportionately. Yet the decisions concerning these programs must be made now, today. Often the making of such decisions requires a high order of courage.

In theory, executive positions are filled on the basis of merit. No one becomes an executive who has not clearly demonstrated his competence. Unfortunately, however, there is little unanimity of opinion on precisely what traits an executive should exhibit. Hence some are chosen for their technical competence; some because they have been faithful "second men" to their superiors; some because they have been exceptionally loyal, industrious and productive; some because they have been unusually aggressive, dynamic and forceful, and some because they have been around a great many years and promoting them seemed to be a "nice

thing to do." The degree of competence of executives varies considerably from one company to another and even within the same organization.

One of the qualities in which executives differ widely is self-reliance. This, like decisiveness, according to the stereotype of the executive, is an almost universal trait. In reality it is not. If executives, taken as a whole, are examined closely, it will be found that a surprisingly large number are neither self-reliant nor adequately decisive. Their basic timidity is not obvious, but it is there. So subtle are their defenses against any admission of need on their part for support, for someone on whom to lean, for someone to whom to turn for counsel and advice (and *decisions*) that few (least of all themselves) are aware of the magnitude of their deficiencies in this area. No one wants to believe that he, personally, is lacking in self-reliance and decisiveness (in contemporary American culture, such persons are "weaklings" and "sissies"). Hence the executive naturally does everything he can to conceal his limitations in this respect even from himself.

The problem is that everyone is born weak and dependent. During its early months, every infant is, in effect, a parasite. All through infancy the child is sheltered, protected, provided with support and has all its decisions made for him. Furthermore, this period of complete passivity and de-



## Ways Executives Dodge Decision-Making (continued)

pendence constitutes one of the happiest periods of nearly everyone's life. This is why many think back on their "happy, carefree childhood days" with such nostalgia. They had no occasion either to be self-reliant or to make any decisions—they had neither cares nor worries.

Adolescence is a significant period with respect to self-reliance. It is then that the individual cuts the silver cord which binds him to his parents or parental surrogates and takes the critical step toward independence and, ultimately, decisiveness. The transition from passivity and dependence to self-reliance is a difficult one to make.

This is why adolescence is often a period of such violent storm and internal strife. Often the parents themselves try desperately to keep their children as children; they do not want them to mature and become independent of them. They want them to remain passive, subservient "babies" for all of their lives. Such children often find it extremely difficult to make the break and become independent. In consequence many often spend their entire lives in a passive, dependent relationship with some parental surrogate: a husband (or wife), a superior in the job, a family physician or lawyer, a clergyman, an astrologer, or some other strong, decisive parental substitute.

Submissive, dependent persons often make excellent employees, particularly in low level, repetitive, well-regimented and well-structured activities. They are the typical "hewers of wood" and "bearers of water." Often they are of superior intelligence and are competent technically. Almost invariably they are industrious, loyal, dedicated "company men." They have only one goal: *security*. This they attempt to win by gaining their superiors' favor and support: sometimes by conforming as closely as they can to their superiors' expectations; in other instances by

servility and obsequiousness toward those in power.

Business organizations being what they are, a large proportion of those promoted into supervisory and executive positions are of this type (at least 25%). This is not difficult to understand; such persons tend to have long service (they have lacked the courage to seek employment elsewhere); they are technically competent; they work hard; they are loyal to the enterprise (it is often the only employer they have ever had); they are completely conformist (they have no dangerous opinions of their own) and they are passive, submissive and dependent, hence are no threat to their superiors. Since many of their superiors are similar in make-up and judge them by their personal standards, they are considered sound employees, deserving of promotion. In the course of time, many of their less dependent, more aggressive and more non-conformist co-workers, having been passed over for promotion or having been encouraged to leave because they are threats to their superiors, have departed. This leaves the more dependent individuals a clear field for promotion to supervisory and executive positions.

In middle management, as already indicated, few of the decisions to be taken involve much risk. Most are either strictly "problem-solving" or take place within a rigid, prescribed structure where the incumbent has a "book," precedents, or a superior close at hand to whom to refer. Under such circumstances, a lack of self-reliance and decisiveness is not important because little or none is required. The problem becomes acute only when the individual has been promoted into a relatively unstructured position where he must make risk-taking decisions on his own. Here he does not have a "book"; there are no precedents; there is no one immediately at hand to give him

support and counsel and, in many cases, he does not even have complete information at hand.

Under such circumstances, an inherently submissive, passive dependent, conformist individual may find himself in a painful dilemma. He literally does not know what to do. Yet he cannot abdicate his decision-making responsibility without jeopardizing his job security as an executive, to say nothing of the loss of face which such an open admission of incompetence would carry with it. Whatever he does is likely to be wrong; any action he takes is potentially threatening to him personally.

In this sense, his position is analogous to that of the soldier who is afraid to advance to the front when ordered to do so, but is equally fearful of the consequences of a display of open cowardice. Under war conditions such a conflict often results in symptoms of "battle fatigue." Most of these (hysterical blindness, deafness and paralysis, chronic anxiety and guilt symptoms, insomnia, loss of appetite, etc.) are psychogenic in character and have been recognized and treated as such by service psychiatrists.

The business executive who is "over his head on his job" (lacks the self-reliance and ability to make the decisions his job demands without undue anxiety) may also develop symptoms of "battle fatigue." The defense reactions of these executives frequently take the form of avoidance of problems and problem situations. This reaction can best be summarized as: "How can I eat my cake and have it too; how can I continue to enjoy the status, prestige and earnings of my position without subjecting myself to the risk arising from the decisions which I am called upon to take?"

The answer found by many executives is the use of one or more of sixteen ways to avoid decision-making

without loss of face. The use of these devices to avoid facing up to issues is not willful. These executives have no insight into why they use them. They are comparable in this respect to the soldier who develops psychogenic symptoms, not as conscious, willful malingerers, but as psychological defense mechanisms which develop spontaneously to protect his ego against anxieties with which he cannot cope. Certainly, if charged with the willful use of escape mechanism to avoid coming to grips with unpleasant issues, the executive will deny it indignantly, even hysterically (because such an accusation strikes too close to home), yet quite sincerely.

The sixteen principal devices through which executives avoid risk-taking decisions follow:

1. Take flight into detail; be too busy to consider the problem. (Perhaps it will dry up and blow away after a while.)

2. Counsel indefinite delay of action: "We must crawl before we walk and walk before we run," and "Haste makes Waste." (Conditions may change and eliminate the problem.)

3. Delegate the problem to a committee and wait for its recommendations. (Committees usually take a long time to make a report.)

4. Look for the answer in the "book." (If no answer is to be found, no action can, of course, be taken.)

5. Induce the boss to commit himself on how to handle the problem. (If the solution is the wrong one, the responsibility is his.)

6. Give an answer in double talk: "If this is true, we do this, except under this or that circumstance, when we do the opposite." (If enough confusion can be created, perhaps the problem will be forgotten.)

7. Delegate the problem to a subordinate; practice "democratic participative" management. (Perhaps he can come up with a workable solution.)

8. Indicate that all problems must be considered in serial order; it's not fair to give any one precedence. (By the time this problem is reached, perhaps the whole issue will have been forgotten.)

9. Have a research "study" made to "get all the facts." (Most such studies require at least six months to complete.)

10. Arrange to be called out of

town or into a series of urgent meetings until the crisis is past.

11. Call in the consultant, the accountant, the lawyer, or some other type of expert to "make sure we're on solid ground." (If his recommendations are wrong, he can be made the scapegoat.)

12. Deny that any problem exists. (Insist that the issue is unimportant or that it was settled long ago.)

13. Take flight into illness; develop an incapacitating psychogenic ailment: ulcers, allergies, hypertension, colitis, "nervous stomach," insomnia, chronic debilitation and lassitude. (The doctor will prescribe a long rest or freedom from stress or strain.)

14. Take flight into the bottle; find courage in the bottle to reach a decision. (After a few drinks most problems get easier to solve anyway.)

15. State that this problem belongs in someone else's province; he has jurisdiction and can give an answer. (If it is kicked around enough, perhaps someone will find an answer.)

16. Simply walk out on the problem; put on one's hat and go home. (Someone will find a solution somehow.)

Perhaps these "escape hatches" executives use to take flight from decisions they cannot make comfortably appear a little unrealistic and irra-

tional. They are. Like all neurotic symptoms they are compromises, compromises which in a large measure disregard reality. In most instances, they are not solutions to the difficulty; they are simply attempts to run away from it. They are merely postponements of the inevitable. Not only are these solutions ineffective; often these feeble stratagems are merely way stations on the road to a nervous breakdown or alcoholism.

What, then, is the significance of behavior of this sort in an executive? What should it reveal to management about his qualifications and competence? The answer is simple and direct. It states in bright red neon letters: "This man is over his head on his job."

Such an individual may be intelligent, he may be technically competent, he may be a hard worker, he may be loyal and cooperative, he may have spent many years in the enterprise—but he is not an executive. He cannot make decisions, he has no self-reliance. He may present an impressive front, but there is nothing behind it. He may be all right in a protected, well-structured job, with close, sympathetic supervision, but he cannot be thought of as an administrator or as a manager in the true sense of the word. *He has been misplaced in his job.*

Such a person can never be given self-reliance and decisiveness by training or coaching. If he has not ac-

(continued on page 82)

## Decision-Making: Is It Important?

The American Management Association calls decision-making "the core of the management process".

AMA has, in fact, set up a course in executive decision-making, covering two full weeks of lectures and practice through "simulation" exercises. The first of a series of twelve such courses was held Dec. 2 through Dec. 13. Others are scheduled to run during the first six months of 1958.

Some of the lectures have provocative titles: "Decision-Making: Art or Science?" . . . "Decision-Making—Commitment in the Face of Uncertainty".

Since Sales Management agrees with AMA on the vital nature of the subject, the editors asked Dr. Robert McMurry to prepare the article which appears on these pages.

Dr. M. is an industrial psychologist who is nationally known for his work on manpower. He has done psychological analyses of many whole management groups, has researched almost every conceivable problem having to do with hiring and training and supervising an effective sales force. He contributed the article "Why You Must Plan Now to Meet Your Sales Manpower Needs for Tomorrow", which appeared in Sales Management for Nov. 10, 1957.



## THEY'RE IN THE NEWS

BY HARRY WOODWARD

### GENTLEMEN: CHOOSE YOUR WEAPONS



**In this Corner — Philip Morris**

A 45-year-old, third generation tobacco veteran, Joseph F. Cullman, 3rd, has been chosen president and chief executive officer of Philip Morris Inc. Joe Cullman, smooth, dark, looking like a Studio One version of a successful executive, is—like his alter ego across the page—a polished product. He graduated from Yale in 1935, immediately jumped into the tobacco business. His first job: retail salesman for Schulte Cigar Stores. Next—being the eager beaver type—he en-

larged his knowledge of his chosen field by working for Uppmann Cigar in Cuba. When he had drained that experience to its dregs he came back to the States and went to work for Webster Cigar. In 1940 Cullman went into the Navy (also like Reynolds' Gray), served as a gunnery officer. In 1946 he came back to tobacco, as a junior executive with Cullman family firm of Benson & Hedges. When Philip Morris bought B & H in order to break into the filter mar-

ket (1945), he was executive v-p. His first P-M job was v-p, and his assignment: to launch the new Marlboro ("Filter, flavor, flip-top box"). Two years later he was elected the first president of Philip Morris Overseas. He's a member of the Governor's (N.Y.) Committee on "Employ the Physically Handicapped," chairman of the Trustee Committee of the United Hospital Fund. He and Mrs. Cullman have one child, Dorothy. They live in Briarcliff, N.Y.





## "Nobody Calls Me William"

Bill Bien—the new v-p—marketing, Anheuser-Busch, Inc. (a few thousand barrels behind Schlitz last year, a few thousand ahead of Schlitz this year), probably the nation's biggest brewer—began his sales life as an eight-year-old newsboy in Cincinnati. He started as a salesman for Anheuser-Busch 25 years ago in Chicago, has spent most of his years with the company in the field. Bill Bien comes from a family of 10 children. He learned young how to cope with

people because he had to hold his own. From the ages of 14 to 21 this almost self-educated man had what he calls a "door-to-door career. I had so many jobs and sold so many different things I can't remember them all." But they included vacuum cleaners, magazines, hosiery, Bibles, encyclopedias. To make up for lack of formal schooling, Bill went to night school and took correspondence courses. His first mail course was on selling and that did it. He got his salesman's job

with Anheuser-Busch. Today he worries because he can't get enough exercise. So he's installed an exercise bar in his office, seven feet from the floor. Visitors sometimes find him chinning himself . . . With his appointment as v-p for marketing he is the last link in A-B's new management organizational structure. With the executive v-p, the v-p's of brewing, operation and administration, he forms a management committee that will make top level decisions at the brewery.

## And in this Corner — R. J. Reynolds

Bowman Gray, the new president of R. J. Reynolds Tobacco Co. (its Camels are No. 1 in cigarette sales), a freckled, sandy-haired aristocrat, got where he is by (a) luck and (b) foresight. The luck: being born a Gray. The third member of that family to head Reynolds, he's the son of Bowman Gray—who was chairman of the board when he died in 1935—and nephew of James Gray—also chairman when he died in 1952. He's brother to Gordon Gray, who is director of the Office of Defense Mobilization. Bowman Gray's foresight is now obvious: He stuck to tobacco marketing instead of tobacco raising. But his hobby still is farming. . . . He has spent his entire business life with Reynolds. In 1930 he went to work as a retail salesman, became assistant sales manager in '39, sales manager in '52. There was time out for war service. (He was a Lt. Com. in the Navy.) He's been president of the Community Chest, the YMCA, the Rotary Club in Winston-Salem—a town, incidentally, which has given its name to two of Reynolds' leading cigarette brands. Gray won the hand of Libby Christian, whose family owned "Brandon," one of the greatest of the Virginia plantations. Together the Grays—and their five sons age 6 to 19—have created of their "Brookberry Farm," outside Winston-Salem, a piece of the Old South. (Gray says this picture was snatched from son Randy's scrapbook.)





# Novel Norge Promotion

By DAVID J. ATCHISON

The four boundaries of the U.S. have become a veritable "penitentiary" for most Norge distributors and their retailers, albeit the sentences are of the "fun" sort with everybody making money. A fall promotion running well into 1958 called the "Locked-In-Sellathon," is producing some newsworthy results.

Norge Division of Borg-Warner Corp., Chicago, noted that 1957's third quarter unit sales were only slightly up and dollar volume down, so they shifted into high gear on an idea that had been put into effect the past July. This was a new twist to the merchandising of major appliances in which dealers are turning their stores into jailhouses and salesmen into striped jailbirds. The fall retail store promotion alone sold appliances "like

popcorn," according to Ralph D. Scoppa, national sales promotion manager, who is supervising the whole show.

Here are some results: in Fargo, N. D., 47 units in 36 hours; Chicago, 70 units over the end of the week; Ashburn, Ga., 16 units—with 632 Norge prospects snared in a day. All figures are for individual stores.

Says Judson S. "Jud" Sayre, Norge president, "The prison uniform transforms the salesman from an ordinary guy to a real actor. A good time is had by everyone, and, most important, appliances really move from the floor."

Barred windows, ball and chain, bread and water are additional props used as salesmen put gags into everyday selling. All material is available from Norge's merchandising division.

Many ingenious methods are used by dealers to attract attention to the around-the-clock event. Frequently arms of the law appear on the scene (by request) to lend authenticity. Some salesmen have been chained to posts or rock piles in front of the store while others have been imprisoned in cages. Occasionally a pair of jailbirds

wander through a business district passing out valuable numbered cards or keys that may fit a locked case containing a prize. Sound trucks are manned by prison-garbed salesmen.

Consumers are alerted to a Locked-In-Sellathon by radio, television and newspaper advertisements. Display ads with a prison theme feature Sellathon hours, hot deals and "we must sell" copy. Special pricing, premiums and refreshments are used to attract customers during pre-dawn hours.

In some areas widespread acceptance of the program has caused a shortage in inventories of certain types of Norge washers and dryers.

Activity has not been limited to big towns. In Madawaska, Maine, a town of 5,000, the chief of police, who also runs the appliance store, found himself dressed like one of his "boarders." He sold 14 Norge units and one TV set in a short time.

In Birmingham, Ala., a prominent Frigidaire dealer chalked up \$15,000 in one day—with Norge outselling Frigidaire better than 15 to one. And so it went across the country with Norge's novel "Locked-In Sellathon."



**DID SOMEBODY LOCK THE DOORS?** It wasn't necessary. All these people came to Norge Sellathon in Platt store in L. A., stayed to buy \$3370 of appliances in one day.



**SALESMEN ARE DOING TIME** and enjoying every minute of it, especially when results are 69 Norge appliances moved in three days at Furniture Warehouse, Wichita.

# Locks Up Sales



THIS REFRIGERATOR GOT OUT and went to a happy home, judging from the family of customers. Ernest Martin, Ft. Wayne appliance store owner, closes sale.



"WE DON'T GET out of our cells till we sell." That was the plight of Norge salesmen like Richard Kruse, Ft. Wayne, during appliance firm's "Locked-In-Sellathon."



COFFEE WILL HELP put salesmen Kruse (l.) and Sharon on their feet as 72-hour Norge Sellathon at Appliance Sales and Repair, Ft. Wayne, nears close with 34 major sales.



THEY SOLD THEIR WAY out of this spot. Employees of Furniture Warehouse, Wichita, are held captive by cowboy just long enough for this shot. It's all part of the fun during Norge promotion.



TITLE CARD for Ralston TV venture introduces show that's won big family audience, teacher cooperation.



BEHIND NERVOUS expression is man who does commercials, Lee Goodman, chosen from 100 actors.

## Ralston Cereals Ride Ahead On Educational TV Program

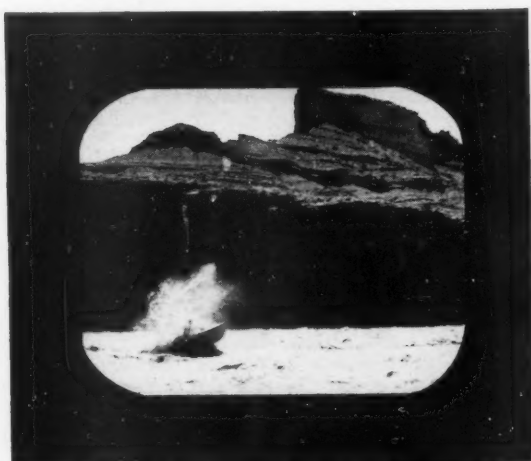
Whole-family appeal and a tie-up with 40,000 teachers lift "Bold Journey" ratings and "Chex" sales standing; finally start ABC-TV to claim culture-spreading role, and get even NEA cooperation for a Teacher Award Plan

BY LAWRENCE M. HUGHES

AND GLAMOUR, TOO. Actress Anna May Wong presented her films of life in China on a February program.



MORE EXCITING than package inserts? Ralston thinks so, gave up premiums to win the attention of adults.







**TAKING OFF** (he hopes) is versatile Goodman in one of 42 roles he's played while selling for Ralston.



**SAME MAN**—as seen by a Wheat Chex. Thanks to him, commercials are welcomed almost as much as show.

Culture may yet come to commercial TV.

American Broadcasting Co., for one, has begun to realize that lower-budget sponsors still may contribute more than their immediate time-and-talent dollars. At least for "Bold Journey" of Ralston Purina Co., St. Louis, ABC has begun to see promotion and prestige from its own modest part in "education."

Ralston itself for 18 months has credited the rising sales curve of Wheat Chex and Rice Chex cereals to such facts as:

1. Without spectaculars or spreads, pressure or premiums, "Bold Journey" is winning a loyal and ever-larger family audience.

2. In addition to all the families reached through this nighttime half-

hour on 71 ABC-TV stations, a fast-growing group of teachers—currently more than 40,000—pretravel and retravel Ralston's weekly "Journey" in class with 1.5 million pupils.

3. And this is *one* commercial TV show with which the National Education Association is cooperating.

This fall, as Ralston's teacher-guide program began to mushroom, ABC started to publicize this "first commercial television program (to be) used continuously as an educational tool."

On January 14 ABC will go all out with a closed circuit telecast to all its stations, plus local press conferences involving educators and public officials, to emphasize "Bold Journey's" public service.

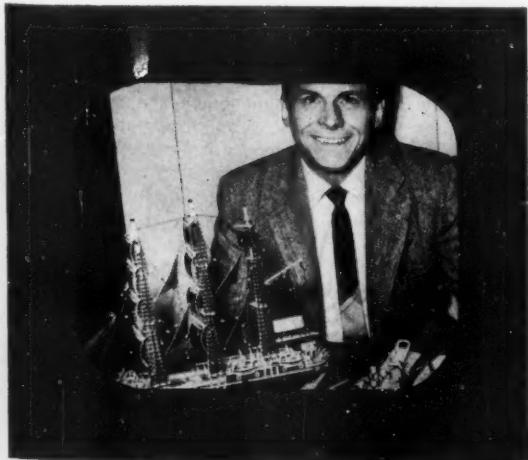
This fall, "Bold Journey's" prog-

ress in the schools led NEA's Division of Travel Service to form a "Bold Journey Teacher Advisory Award Council." From a current competition, 31 deserving teachers next summer will journey forth on their own—the grand prize winner around the world—at total cost to Ralston of \$25,000. The other eight national and the 22 regional winners will see South America, or Alaska, Hawaii, the West Indies, Central America, or "areas of interest in the USA."

Since the start of its sponsorship of "Bold Journey," in July 1956, Ralston has learned that "education" can pay off, at the store level.

But concentration on nighttime network TV as the primary medium for its cereals began 20 months earlier, in October 1954. To dig up the \$2 million annually for it, Ralston sacrificed women's magazines, newspaper

**FROZEN** wastes of Arctic and lush tropical isles off Panama were described by Tex Ziegler, airborne trader.



**NO SETS, NO ACTORS.** "Conquest of the Congo" shows the real thing. The Ralston series is on 16 mm. film.



supplements, a Saturday morning "Space Patrol" TV show for youngsters, and even premiums—both package insert and box top.

For the last action, particularly, Ralston's "courage" was widely commented on. Yet Geoffrey Baker, vice-president in charge of the company's Ralston Division, explains that "we made a virtue out of necessity."

Sales of Wheat Chex and the newer Rice Chex were slipping. Because Ralston cereal sales did not justify trying to out-spend larger cereal rivals, it decided (on advice of counsel, Guild, Bascom & Bonfigli advertising agency, San Francisco) to reach as many whole families as possible across the country through a low-cost evening TV show on ABC. (This is supplemented by radio spots in some southern markets.)

### Downward Trend Reversed

Ralston's first two evening efforts—"The Name's the Same" and then "Ethel & Albert"—reversed the downward trend. But among 50 brands battling for the ready-to-eat cereal market, Ralston's combined share still stayed less than 3%.

The intensity of this free-for-all fight is suggested by the fact that only seven brands—Kellogg's corn flakes and Rice Krispies and recently the new Special "K," General Mills' Cheerios and Wheaties, General Foods' Post Toasties and National Biscuits' Shredded Wheat—individually do more than 5% of the poundage total. The average brand settles for about 2% of it.

In the last two years the industry's rate of physical sales growth (lower in winter, higher in summer) is estimated to have averaged 5% annually.

Meanwhile, Ralston cereal sales increased 22% in 1957 over 1956.

The \$400-million-a-year business of the Ralston Purina Co. has been built predominantly on "serving animal agriculture" with Purina Chows. Up to now, the Ralston Division has produced only a small part of this total. But this year it will contribute one-third more than last year, and Geoff Baker reports this will mean \$1 million more profit before taxes. It is estimated the company will make \$15 million profit after taxes this year.

Baker and W. P. (Wave) Hays, Ralston Division advertising and sales promotion manager, give primary credit for the cold cereal gains to "Bold Journey." And for the "Journey" idea they credit E. J. (Buzz) Hodges, v-p and account supervisor at Guild, Bascom & Bonfigli. (Gardner Advertising Co., St. Louis, handles Purina animal feeds and Purina Dog Chow.)

Geoff Baker came to Ralston Purina six years ago from The Nestle Co., Inc. His job was, and is, to develop volume for the "grocery line," while keeping costs down; to strengthen its place in stores and with consumers, and, specifically in this 1958 fiscal year, to build nationwide demand for a new 13-ounce size of Rice Chex, supplementing the established six-ounce size. A 45% increase in Rice Chex volume has been scheduled.

Newcomer Baker (whose vice-presidency was for "cereals," then for "grocery products" and now for "Ralston Division") joined a conservative company. Eighty-four percent of its \$175 million assets is held by employees, former employees and the Danforth Foundation.

Baker's decision to give the cereal

advertising account to Guild, Bascom & Bonfigli meant going along with some pretty unconventional policies—offbeat commercials, nighttime TV instead of kiddie programs, and the no-premium pitch. As an indication of the backing which management gives the Ralston Division, Baker cites board chairman Donald Danforth's reaction to the GB&B recommendations—"I don't approve of this . . . but if you do, go ahead."

The "cereal" sales force then numbered 29 men, who worked with grocery wholesalers and chains. As other grocery products were added the force was expanded to 48. Then Baker and sales manager Earl Gallipeau introduced distribution through food brokers. The division's own organization now totals 22. Eleven top men became regional sales managers. Each has one assistant manager.

Neither Ralston nor ABC was happy about its low-budget, low-rated shows. (But "The Name's the Same" and "Ethel & Albert" at least had some established audience.) The network moved Ralston shows from one time slot to another. In one year the company's program popped up in four different periods. "For a time," Baker says, "we had to buck the then-new '\$64,000 Question.' We found ourselves with an every-week closed-circuit program!"

Finally, starting last July, Ralston induced ABC to agree to keep "Bold Journey" in the same Monday night slot for 52 weeks.

### Audience Grows

Ralston's audience rating, which began a year earlier at 4, has been climbing steadily with a recent ARB at 12. Baker considers this "a good buy in terms of cost-per-thousand right now, and at 15 it will be one of the best in nighttime TV."

"Bold Journey" started when Guild, Bascom & Bonfigli went shopping for a family show that would provide the right setting for Ralston commercials. They sought to avoid "cliff-hangers" and crime melodramas which might make the audience resent the commercial's interruption. They wanted a program available for exclusive sponsorship for highest sponsor identification. Finally they spotted a show which, syndicated on relatively few stations, had accumulated impressive ratings against some keen competition.

This was "Search for Adventure," created and narrated by a young sports-show producer, Jack Douglas. Douglas, starting on a shoestring, had been using 16 mm. film taken by travelers, explorers and adventurers.



EDUCATORS: Geoffrey Baker (left), vice-president, and Waverly P. Hays, advertising and sales promotion manager, Ralston Division, Ralston Purina Co.



## they Buy More because they Have More!

● Whether you're selling plastic planes or plain plastics, the sky's the limit in Indianapolis. It's no flight of fancy! You'll land bigger sales in the Indianapolis market. Nearly everyone else does. Department store sales, for instance, are 55.4% over the national average.\* More significantly, general merchandise sales are 49.4% over.\* And the Federal Reserve Bank of Chicago, in its latest annual report, calls Indianapolis "Big Town—Boom Town!" It's a point well taken: average annual income here is a whopping \$6,882!\* Write for complete market and circulation data.

**KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES**

\*1954 Census of Business and Retail Trade

**THE INDIANAPOLIS STAR**  
**YOUR FIRST TEAM FOR SALES IN INDIANA**  
**THE INDIANAPOLIS NEWS**

One of America's largest, richest markets... where your advertising message can be delivered 385,000 times each day by two of America's greatest newspapers.



DECEMBER 20, 1957



GB&B approached Douglas and co-producer Julian Lesser, created a new version of "Search," named it "Bold Journey" and persuaded Baker and Hays of its possibilities.

In recent months "Bold Journey" has taken living room (and classroom) explorers on 16-mm.-filmed adventures in a small plane around South America; into Big Bat Cave in Old Mexico; along a "High Road to Delhi" (from Germany through the Middle East); into tribal life in French Guiana. It has shot the Green River rapids in Utah; visited former head-hunters in the Peruvian jungles; joined a Montana family's penetration of Florida's Fountain Swamp, and "conquered" the Congo by film with a British explorer and journalist.

Introduced and interviewed by Jack Douglas, the explorers do their own "narrating." The commercials are whimsical and sometimes bizarre. Agency people went to some trouble to find an "announcer" who could do a lot of roles. After screening more than 100 they found Lee Goodman of the comedy team of Kirkwood and Goodman at the Bon Soir in Greenwich Village.

In three years for Ralston (starting in fact with "Name's the Same") Goodman has assumed 42 characters. A few of them have been magician, general, knight, boxer, postman, chef, riverboat gambler, foreign correspondent, fisherman, train conductor, mountain climber, gentleman safe-cracker, and company executive. He has been a Scotsman and a Scandinavian, an Englishman and a Texan. Between-times he has impersonated Henry VIII, Trader Horn and Teddy Roosevelt and parodied well-known singers, band leaders, artists and dancers.

But, perhaps, for fear of retaliation from CBS, Lee's rendering of Ed Murrow was killed. So, for another reason, was his role as a schoolmarm. By then teachers were looming large in Ralston's plans.

To publicize "Bold Journey," Ralston hired Biderman, Tolk & Associates, New York—who already worked with Guild, Bascom & Bonfigli. BT&A brought in Glick & Lorwin, Inc., New York, specialists in industry-sponsored programs for education, to help plan and run the educational program. One feature of this program is a teacher's guide, on which a pilot test was launched last spring, with ABC pitching in to do the direct mail and printing.

By September the guide was being used by 18,000 teachers, from the fifth through the 12th grades. By October the teacher group was 31,500. Currently it is more than 40,000.

The guides—each covering three forthcoming "Journeys"—are written by educators on Glick & Lorwin's staff, guided by Dr. Irene Cypher of New York University's Department of Communications in Education. Her introduction calls this "documentary film series . . . an especially worthwhile program for family viewing, because of its broad general interest, and its suitability for young viewers . . . as well as adults." Parents also can learn more about what is discussed in school.

Teachers are given suggestions for classwork, before and after viewing. In groups or separately students might study beforehand specific aspects of the countries to be "discovered." Afterward (say, on "Search for the Aguaranas," Indians of the Peruvian jungles) the teacher might ask:

Why did the exploring party travel by river?

How did the explorers pay the natives?

How do the natives cook, catch fish, etc.?

For each film there is a glossary defining unfamiliar words and references to books and magazine articles on the same country or area. The only continuing intimation of Ralston's part in all this is a brief and carefully non-commercial "nutrition quiz" in each guide.

Last September "Ralston TV — Education Department" (P. O. Box 339, Radio City Station, N. Y. 19) sent teachers a folder about "Bold Journey" with a postpaid return card on which to list the number of guides needed regularly — all for teachers' use — and to add "comments."

### Teachers Say It's Tops

From across the U. S. — from Waterbury, Conn., to Compton, Calif., and many a place between — teachers wrote to describe Ralston's "Journey" as "wonderful," "excellent," "intensely interesting" and "tops"; to call it "the best educational TV program" and "a tribute to effective use of television time."

ABC hurried to get out a three-page news release. Among other things it announced a "Bold Journey Teacher Award Advisory Council, . . . working in cooperation with Ralston Purina Co. and ABC Television Network."

The Council is headed by Dr. J. Cloyd Miller, president of New Mexico Western College, and past president of NEA. Members include a Kansas school superintendent, executive secretaries of the Colorado and Illinois education associations, the associate publisher of the *Bridgeport Herald*; Paul Kinsel, director of NEA's Travel Service Division, and Wave Hays of Ralston Purina.

Now comes the \$25,000 Teacher Awards Program. Primary bases of judging will be "the described use of the 'Bold Journey' television program as a teaching resource; . . . the teacher's interest in educational travel and belief that *journeying is learning*." Entry forms must be in Box 339 by February 15. Winners will be announced March 29. By summer the 31 winners will be off on their own bold journeys.

With such teacher (and student) travel incentives, the air, rail and steamship lines might well accuse Ralston Purina of stealing their promotional thunder. But for breakfast en route they might at least serve Wheat Chex. In fact, the roving educators might even order it.

The End

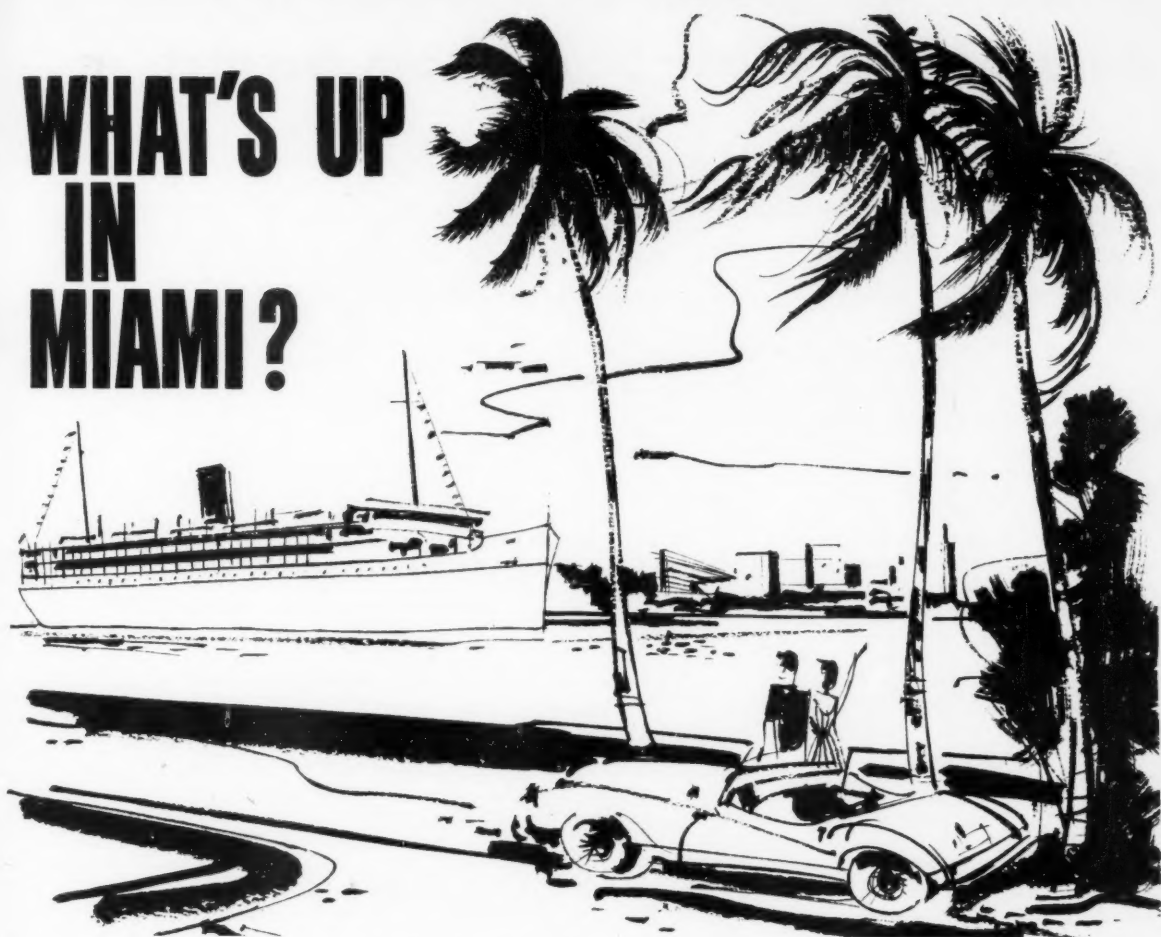
### New Products Needed

"Let's face it. You must have new products whether you want them or not. Call research and new product development a Frankenstein around your neck if you wish, but you can't escape it. New products cost money in large doses. Whether you buy them, develop them, or license them. . . . However, a great deal of the vigor of American economy in recent years has been due to innovation. Not only must individual companies have new products, but to maintain a healthy economy there must be a continuing stream of innovative developments."

Richard J. Coveney  
Vice President in charge of New York Operations,  
Arthur D. Little, Inc.  
Before American Management Association



# WHAT'S UP IN MIAMI?



● Retail Sales . . . Population . . . Tourism . . . Manufacturing . . . Construction—all UP and setting new records. ● So is the Herald's circulation . . . UP 17,865 daily to 265,340; UP 24,966 Sunday to 318,903. ● UP in Advertising, too! The Herald's impressive gain of 1,048,792 lines to a total of 41,415,419 (first 9 months) ranks it **SECOND** in the entire U.S.A. ● Sell Florida's Gold Coast \$2-billion market with dominant **ONE-PAPER LOW-COST** coverage!

What's up in Miami?

# EVERYTHING!

NOTHING UNDER THE  
SUN covers Greater Miami  
and the Florida Gold Coast Like

**The Miami Herald**

Reaches 91% of Greater  
Miami's newspaper homes. Ex-  
clusive home penetration 7 to 1.

NEW! 1957 STUDY "TOP TEN BRANDS"

For your free copy write The  
Miami Herald, or ask the man from  
STORY, BROOKS & FINLEY, INC.

# When Your Industrial Product Is New And Selling Must Start from Scratch

Such a product was Goodrich's "Geon." Major factor in its successful introduction was liberal use of general business and technical journals to tell prospects what the material is and report case histories of successful application.

**BY GEORGE A. FOWLES**  
**Manager, Plastic Materials Sales**  
**B. F. Goodrich Chemical Co.**

Three words — "Ad," "Venture" and "Plastics" do a pretty fair job of describing our experience in introducing the B. F. Goodrich Chemical Co. and its Geon® polyvinyl material.

Developed over 20 years ago, Geon was only a laboratory curiosity in its early years. The first use of vinyls in any real commercial volume came with World War II, when their flameproof qualities were employed to insulate cables aboard ships. Our "Ad-Venture in Plastics" didn't actually get underway until 1945 when the Chemical Co. set out to get public notice (Ad) by an undertaking involving risk and daring (Venture) for new materials which could be molded or formed into a vast array of product applications (Plastics).

But before giving details of our

Ad-Venture, let's take a quick look at the plastics industry as a whole:

Mr. Plastics is a young man, about 35 years old, but he has packed a lot of high-gear experience into those years. He has had many children, each one different, each presenting special problems. Some of Plastics' children were announced quietly, others with real fanfare. All have been nourished by advertising . . . and those whose diets have been adequate and carefully planned have grown into tall, robust figures on industry's sales chart. As a family, the plastics industry has grown so rapidly in number and size that it tipped the scale at 4 billion pounds in 1956 . . . and 8 billion pounds is the forecast for 1960.

The plastics industry has produced 12 children who have become important in the race for new materials to serve industry and the consumer:

Vinyl—weighing in at a strapping 750 million pounds in 1956

Styrene—535 million pounds

Polyethylene—400 million pounds

Phenolic—460 million pounds

And alkyds, acrylics, melamines, ureas, cellulose, nylons, silicones and urethanes are all continuing to grow, some at a greater rate than others.

Just as an indication of how Plastics' offspring vary in character, nylon is a \$1.50 per pound baby, while ureas are in the 15c-per-pound class. It's an interesting family from a lot of viewpoints — the scientist's, producer's, marketer's and consumer's.

Developed in 1935, Geon is the trademarked name of over a hundred different vinyl resins and a multitude of compounds — the raw materials from which an immense variety of plastics are made. As mentioned earlier, Geon was seven years old before it got out of the laboratory, but then it went to work and did an admirable job for the Navy as insulation on shipboard cables.

By 1945 it had proved its value as a durable, versatile new material — showed real promise of giving scarce, heavier, more costly or less adaptable materials a run for the consumer's dollar. And that's when the sales and ad men's fun began. We were ready to tell industry about a great, big, wonderful world of potential appli-

\*Reg. U.S. Pat. Off.—by B. F. Goodrich Chemical Company.

## The Geon Story . . . Case by Case

Another new development using **B.F. Goodrich Chemical** raw materials



**Plastic "springs"! Where can you use a flexing cord?**

These useful new cords have a most springy quality to provide the spring action in a wide variety of applications. They are made from a special polymer compound using Geon polyvinyl material which is resistant to oil, grease, and other liquids. The cord is made in a wide variety of diameters and can be used in a wide variety of applications. It is a new development in plastic materials.

Chemical Company, 1111 Locust Avenue, Cleveland 17, Ohio. Cable address: Goodrich Chemical Co., Cleveland, Ohio.

**Geon**  
 B.F. Goodrich Chemical Company  
 a division of The B.F. Goodrich Corporation

Another new development using **B.F. Goodrich Chemical** raw materials



**THEY HOLD A MILE OF MUSIC IN GEON**

These records are made from a special polymer compound using Geon polyvinyl material which is resistant to oil, grease, and other liquids. The record is made in a wide variety of diameters and can be used in a wide variety of applications. It is a new development in plastic materials.

Chemical Company, 1111 Locust Avenue, Cleveland 17, Ohio. Cable address: Goodrich Chemical Co., Cleveland, Ohio.

**Geon**  
 B.F. Goodrich Chemical Company  
 a division of The B.F. Goodrich Corporation

Another new development using **B.F. Goodrich Chemical** raw materials



**18 MILES OF GEON HELP JET-LINER BEAT THE HEAT**

This record is made from a special polymer compound using Geon polyvinyl material which is resistant to oil, grease, and other liquids. The record is made in a wide variety of diameters and can be used in a wide variety of applications. It is a new development in plastic materials.

Chemical Company, 1111 Locust Avenue, Cleveland 17, Ohio. Cable address: Goodrich Chemical Co., Cleveland, Ohio.

**Geon**  
 B.F. Goodrich Chemical Company  
 a division of The B.F. Goodrich Corporation



## SOMETHING MISSING

## ...LIKE CALIFORNIA *WITHOUT* THE BILLION-DOLLAR VALLEY OF THE BEES

- ✓ Actually, total effective buying income of more than \$2.7 billion
- ✓ Contains 3 of top 9 counties in gross cash farm income in the United States
- ✓ Not covered by San Francisco and Los Angeles newspapers

Watch sales grow when you sell *all* of the nation's leading farm state, California — including the prosperous Inland Valley. And coast newspapers don't get through to Valley people, who read and believe in their own Bee newspapers.

Data source: Sales Management's 1957 Copyrighted Survey.

## McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



In the newspaper field, only McClatchy gives national advertisers three types of discounts -- bulk, frequency and a combined bulk-frequency. Check O'Mara & Ormsbee for details.

## **MAXIMUM** Spender Impact for **MINIMUM** Dollars

If you want maximum spender impact for your money—more advertising for your dollar concentrated on those with more dollars to spend—plan your advertising in the *Morning Courier-Express*. It carries your sales message to the top 45% of the families in ABC Buffalo—to nearly 1/3 of all families in the 8 Western New York counties that constitute the Greater Buffalo Market. It carries it to them in a clean paper where visibility is high—in a paper packed with news and features that insure readership.

And for SATURATION among the 491,300 families in the 8 Western New York counties, use the *Sunday Courier-Express*—the state's largest newspaper outside of Manhattan—your most potent sales force in reaching an effective buying income of \$2,674,340,000.

**ROP COLOR**  
available daily and Sunday  
Member: Metro Sunday Comics and Sunday  
Magazine Networks

### **BUFFALO COURIER-EXPRESS**

Representatives: SCOLARO, MEEKER & SCOTT  
Pacific Coast: DOYLE & HAWLEY

## "Ads in The HERALD helped us sell 13 NEW HOMES,"



... says Harold Albert of Albert Builders, Inc.,  
one of Grand Rapids' leading home building contractors.

"One of our recent promotions consisted of a 5-week series of half page ads featuring the Owens-Corning Fiberglas Co. Test House in THE SUNDAY HERALD. Result: 13 new houses in the \$30,000 to \$50,000 price range were sold.

"We know from long experience that Herald readers consist of house-conscious, responsive, able-to-buy families ... and that's why we always concentrate our advertising in this newspaper."

**GRAND RAPIDS**  
MICHIGAN

Furniture Capital  
of the World

**The Grand Rapids Herald**

Member of Federated Publications

REPRESENTED NATIONALLY BY  
SAWYER-FERGUSON-WALKER COMPANY

cations ... if we could find them or develop them. We had excess production capacity no longer taken up by allocation for wartime needs. All we had to do was excite, enlighten, inspire and persuade industry to help us put Geon to work for them ... and make it work harder and better than other raw materials which could be used.

To be sure, people were interested in the new vinyls. News about them was almost as compelling as the latest flying saucer rumor, antibiotic or diet fad. But all the news was not good and a lot of it was dream-world stuff. Ever hear about the ladies who bought plastic handbags that softened the lacquer on the neighbor's grand piano ... or the cups and saucers that curled up in the hot water in a dishwasher? Ever ask an advertiser where you could buy a plastic gadget and find out it was just something an ad manager thought would raise the Starch "noted" figures?

Industry's interest in vinyls had to be maintained, its use of them accelerated and made right. And our sales and advertising program had another mission as well. B. F. Goodrich spelled "rubber" to product manufacturers. In 1945, the chemical division became the B. F. Goodrich "Chemical" Co. Establishing a well-known name in rubber as a supplier of chemicals was high on the list of objectives for our advertising and sales promotional program.

Here are the objectives set down in 1945:

1. Establish the company name as a supplier of chemicals.
2. Introduce Geon polyvinyl materials to a broad range of industrial markets.
3. Show industry how Geon had already been successfully applied.
4. Suggest other applications which could benefit from its inherent characteristics.
5. Offer assistance in developing useful, profitable products with Geon.

The need for telling our story to top management was evident. Major sources of supply are not selected, and changes in basic product materials are not made, unless top management approves of the company and material involved. Approximately 7% of our sales figure was allocated to our introductory advertising and sales promotional campaigns ... a much higher figure than would have been allotted to sell product alone.

**SALES MANAGEMENT**





**George A. Fowles**

... native of Berea, O., is an MIT graduate (1934). His first job was assistant to the chief engineer of Anaconda Wire & Cable Co., Pawtucket, R. I., plant, developing rubber electrical insulations and investigating use of polyvinyl chloride as an insulating material ... left to go to Jackson & Moreland, Boston engineers, where he worked on public utility appraisals and various types of engineering studies.

... went to B. F. Goodrich sales organization prior to World War II as manager of wire and cable materials, and to serve the wire industry in development of use of polyvinyl chloride resins ... also worked on Signal Corps, Bureau of Ships and Air Corps committees, expediting new defense applications of polyvinyl chloride resins.

... appointed sales manager of plastics materials in 1945, and made responsible for all sales and technical service of Geon resins and Good-rite plasticizers in the U. S.

... in 1955 he accepted an assignment with the Chemical and Rubber Division, U. S. Chamber of Commerce, for a six-month period.

... member of American Institute of Electrical Engineers, Fellow of American Institute of Chemists, Society of the Plastics Industry, Chemists' Club of New York, Society of Plastics Engineers, University Club of Cleveland, Cleveland Engineering Society, and Chagrin Valley Country Club.

**220,000 BUYERS!**

THIS MAKES THE

# TROY, NEW YORK MARKET

**A MUST IN YOUR 1958 PLANS**

Here:

- 200 Industries Are Busy and Growing.
- We Have 99% Coverage In Our City Zone
- 30,100 Consumers Reside in Our City Zone.
- Circulation: 48,685 (Nov. A.B.C.).

**AND WE NOW OFFER FULL R.O.P. COLOR!**

*Write Today For  
Our Color Rate Card.*

## THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.



**In Los Angeles**

★  
**CONVENTION AND MEETING ADVANTAGES**

★

14 Magnificent banquet rooms. Capacities 30 to 1500 people.

★

Entire floor of Conference rooms. Capacities 30 to 175 people.

★

65,000 square feet of exhibit space.

**Phone Michigan 1011  
Teletype LA 854**

**BILTMORE HOTEL**  
5th Street, 6th Street, Olive and Grand  
LOS ANGELES, CALIF.

## EXTRA INCOME

Your mailing list is a valuable property. Book clubs, record clubs, magazines, financial and business advisory services and others who sell by mail — will pay well for the privilege of *renting* (not buying) your names.

They can be prospects, buyers, inquiries, contributors, subscribers, etc. They can be on plates, cards, coupons, original letters or box tops — but the names should be accurate and the quantity at least 10,000.

Find out how much your list can earn. Request "Gold Mine" booklet. Tell us how many names you have — how acquired and how maintained. Our recommendations will be submitted by mail. No obligation. No one will call.

**Lewis Kleid Company**

25 West 45 St., New York 36, N. Y.

From the beginning, media included general business publications for wide coverage to management and a full schedule in leading trade papers to tell our story to specific industries.

To reach top management, we used such publications as *Business Week*, *Fortune*, and *The Wall Street Journal*. These advertisements as a rule were of a more general nature than those appearing in the trade papers.

The electrical and textile industries represented fertile markets for Geon. To reach them, we utilized such publications as *Electrical Construction & Maintenance*, *Electrical World*, *Electrical Manufacturing*, *Textile World*, and *Daily News Record*.

Chemical industry publications included *Chemical Week*, *Chemical & Engineering News*, and *Chemical Processing*. The plastics industry was reached through such media as *Modern Plastics* and *Plastics Technology*. An educational campaign was slanted to the rubber industry through *Rubber Age* and *Rubber World* initially.

To reach design engineers, *Design News*, *Materials in Design Engineering*, and *Machine Design* were selected to inform designers of the many unusual properties of our raw materials.

## Still in Use

It is interesting to note that virtually all publications appearing on our original list are still being used today.

However, as uses for our vinyl materials developed in other industries, advertising in different publications was necessary. For example, to make Geon well known in the building and construction field, we now advertise in such media as *Architectural Forum* and *Heating, Piping & Air Conditioning*. To reach the oil

and gas industries, we use *Gas, Oil & Gas Journal*, and *Petroleum Week*.

The ads illustrated here are typical of our campaign. Readership tests indicated that our story was getting attention. Response indicated that our advertising was rendering a service to prospective users of Geon and to our sales force. It was opening the door for our sales engineers and introducing them to the men who could do the most in this wonderful world of new product possibilities. Prospects knew B. F. Goodrich Chemical Co. They were interested in what Geon would do. They wanted to know more about how it might be applied in their products . . . or what it could contribute in developing new products. It was also helping our salesmen when they sat down with the president, v-p of sales, product designer or engineer.

B. F. Goodrich Chemical ads featured photographs and details about real applications of Geon . . . not dream-world stuff. They showed things that had already been done successfully. Copy suggested other applications which might make good use of the characteristics that had added sales appeal or lasting qualities to the product . . . made fabricating simpler, faster, more profitable.

Our sales and advertising planning has always been closely meshed. Salesmen working with our customers feed in the application stories. In 1945, Geon applications were few and far between. Ads could not always be tailored to fit the reader in each potentially important market. Today we can be more selective. Application stories are screened by industry sales managers at B. F. Goodrich Chemical so that those with the highest prospect-interest can be selected. Each inquiry resulting from ads and sales promotional activities is fed out to a salesman immediately. And he fol-

# LOOKing for SALES?

at Sioux City's SIOUXLAND MARKET

★ 49 Rich Counties

Population  
★ 835,600

Effective Buying Income

★ \$1,232,245,000

Gross Cash Farm Income

★ \$1,105,183,000

It's easy to sell this Billion Dollar Market thru One Dominant Advertising Medium. Write us today for new market brochure.

National Representatives JANN & KELLEY, Inc.

**The Sioux City Journal**  
JOURNAL TRIBUNE



SALES MANAGEMENT

lowers it up and reports developments within 30 days or there's a "let's have it" memo waiting on his desk.

Our advertising agency, The Griswold-Eshleman Co., had served B. F. Goodrich since 1933. Because of its experience and success in helping to plan and implement industrial advertising objectives, it was retained by the Chemical Co. on its inception. The agency works in tandem with our management, sales and advertising departments on all phases of today's marketing program, and helps develop many of the factual case histories featured in our advertising. We feel that all members of our marketing team must have knowledge of, and contact with, customers' applications of the product.

Promotional materials included Service Bulletins giving technical information on using Geon, as well as sales literature designed for the many industries which might apply its advantages.

The "Plastics Show" was important in our early selling program, too. Exhibits in the 1946, '47 and '48 shows were very helpful in supplying leads to new market possibilities. As markets broadened, it became increasingly difficult to put the whole industry story in one show. Currently, the "Plastics Show" is held at two and one-half year intervals and we feature latest developments across-the-board interest. Today, Goodrich Chemical exhibits are also planned for specific industries . . . packaging, textile and metal shows, for instance.

### Sales Up

Since 1945, Geon sales have multiplied many fold. Interestingly enough, our advertising and sales objectives are basically those set when the 1945 program was started. Emphasis, however, has been shifted as conditions indicated changes in their order of importance. The job of making manufacturers aware that B. F. Goodrich means chemicals as well as rubber now requires only a holding operation. While early campaigns headlined broad ideas such as extruded materials employing Geon, today's ads concentrate on specific end-uses such as Geon vinyl pipe, automotive upholstery materials made with Geon, Geon-coated conveyors, etc.

Encouraging industry to use Geon in new ways has been a consistently important aim of our advertising. The bulk of today's sales go into products that didn't even exist a few years ago. That's pretty good evidence that planning has been right and our advertising and selling program is hitting the mark.

The End

# for **DEPENDABLE PACKING**

*safe and  
secure*



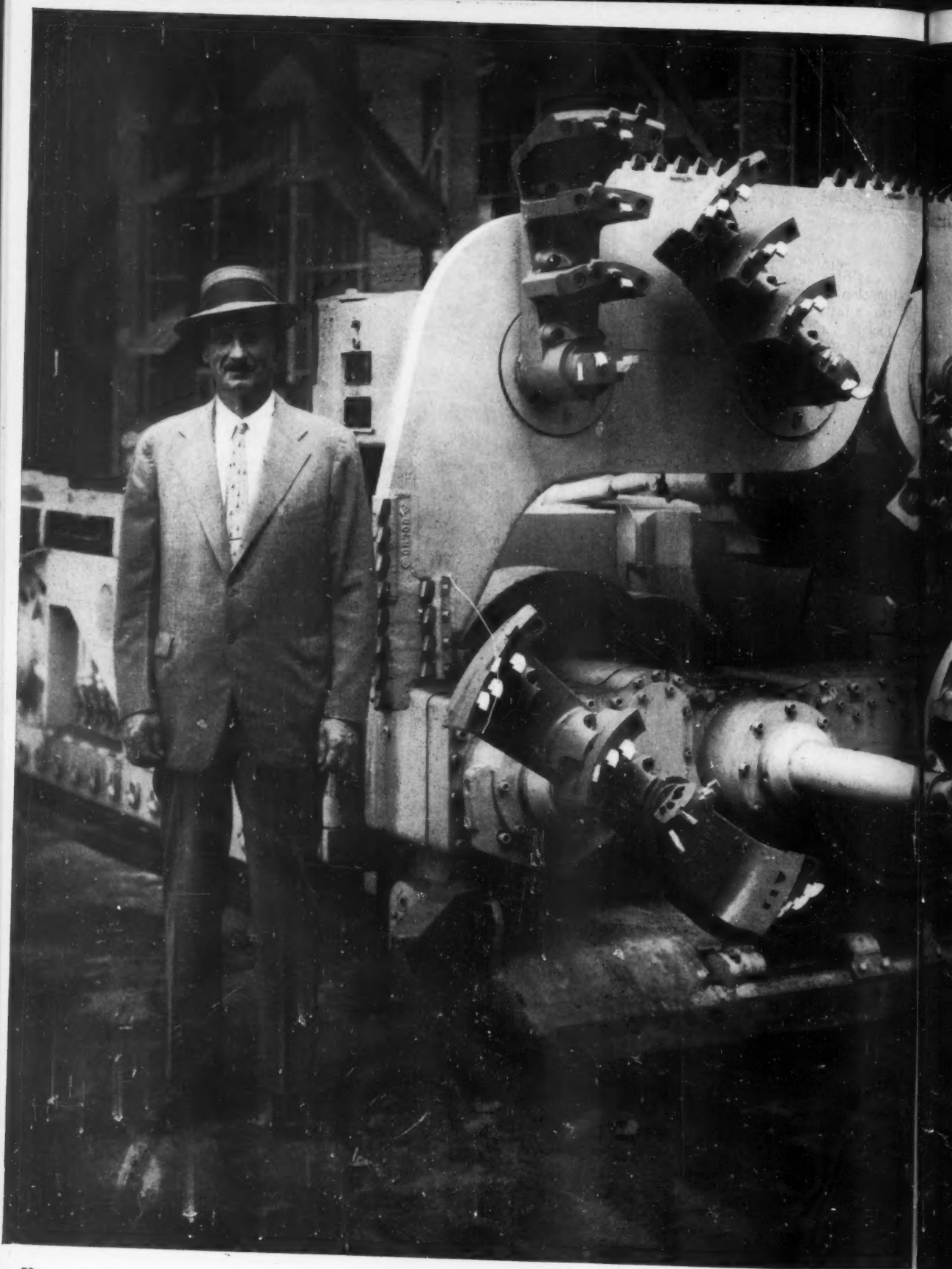
Have Allied "Kleen-Pack" your china, glassware and other fragile objects. "Kleen-Pack" is Allied's registered trademark for the newest, *safest* method used in packing today.

## **CALL YOUR ALLIED MOVER** **... he's the No.1 Specialist**


Ask him for your copy of "Before You Move"—see your classified directory, or write Allied Van Lines, Inc., Broadview, Ill.



**ALLIED VAN LINES • WORLD'S LARGEST LONG-DISTANCE MOVERS**







## **"WE MAKE 50,000 EXTRA CALLS A DAY THROUGH ADVERTISING"**

**J. E. M. Wilson, Vice President, Sales, The  
Jeffrey Manufacturing Company, says:**

"Business magazines widen and strengthen the effect of our sales force. They take Jeffrey product and service information to 50,000 readers every single working day. The wide range of products that we make means that our market is too broad to be reached by our sales force alone.

"Through advertising in business magazines, we make varied and extensive selling contacts—and supply information to match the specific interests of each group. This advertising not only helps us correlate production with appropriate sales effort, but also lays the groundwork for making our person-to-person contacts much more effective."

**IF WHAT YOU MAKE OR SELL** is bought by business and industry, you'll find that consistent use of business magazines will help you "mechanize" your selling. Advertising can create interest, build product preference, tell prospects about product performance. With contact established, your sales force is freed for the important work of making specific proposals and closing sales. You will find the best way to mechanize your selling—at lowest cost—is to concentrate your advertising in one or more of the McGraw-Hill magazines serving your major markets.

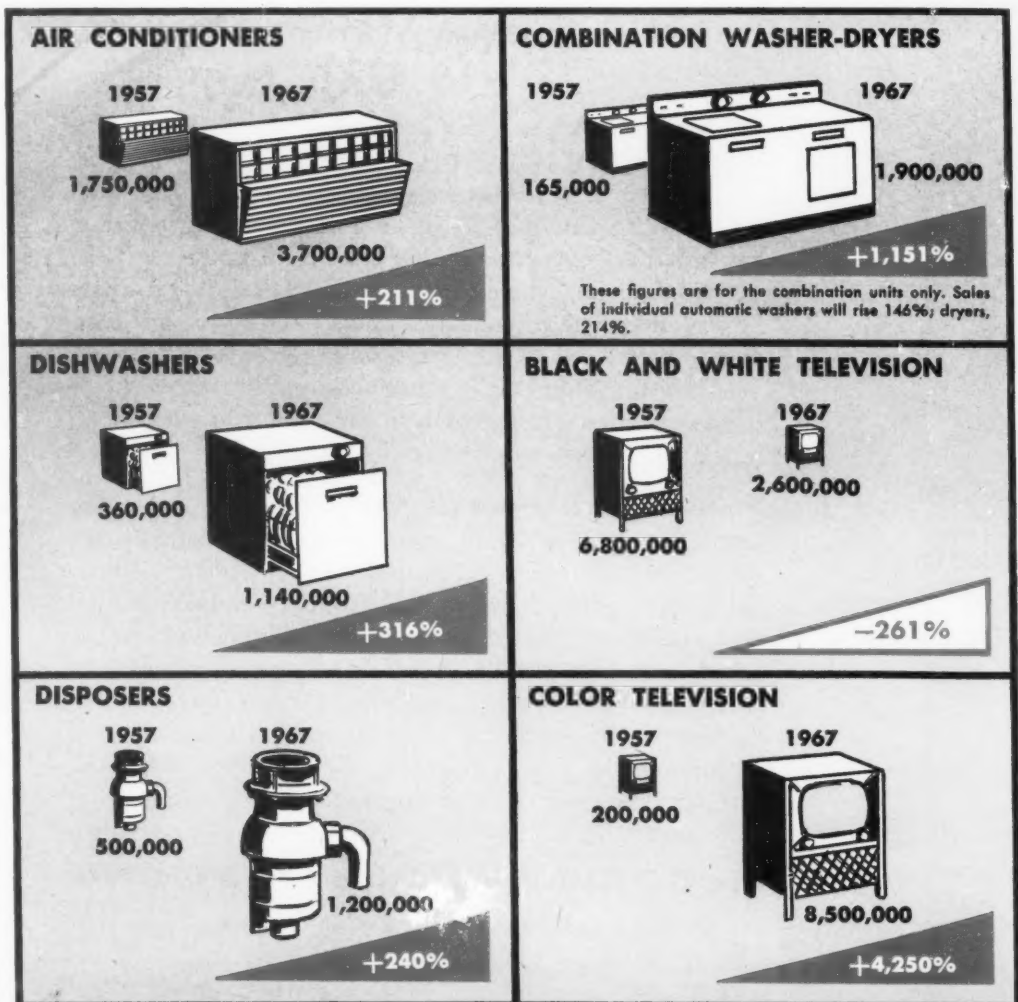
### **McGRAW-HILL PUBLICATIONS**

McGraw-Hill Publishing Company, Incorporated  
330 West 42nd Street, New York 36, New York

### Future Looks Good for Appliances

The appliance industry has apparently hit bottom. Sales from now on — at least through the next ten years — are expected to go no way but up. There's one exception. Black and white television sales will drop,

but only because color TV sales 10 years hence will have three quarters of an expanded market. Here's the growth for selected appliances as predicted by the Hotpoint Co.:



# There's nothing so powerful as an idea!



The right idea can change the everyday living habits of millions of families. And that's the kind of ideas Better Homes & Gardens specializes in. Every page of this famous idea magazine shows men and women whose first interest is home and family, how to make their dreams come true. The dream could easily be a new kitchen—a wonderful new kitchen where Dad and Junior can shine as part-time chefs and Mother and Sis can whip up a sandwich or a holiday feast with equal pleasure. Better Homes & Gardens keeps



nudging the family toward their goal with ideas that set them to talking and doing and then *buying* all the things they need to put their plans into practice. A new kitchen leads to all sorts of new habits—to new interest in kitchen equipment, and cooking and foods.

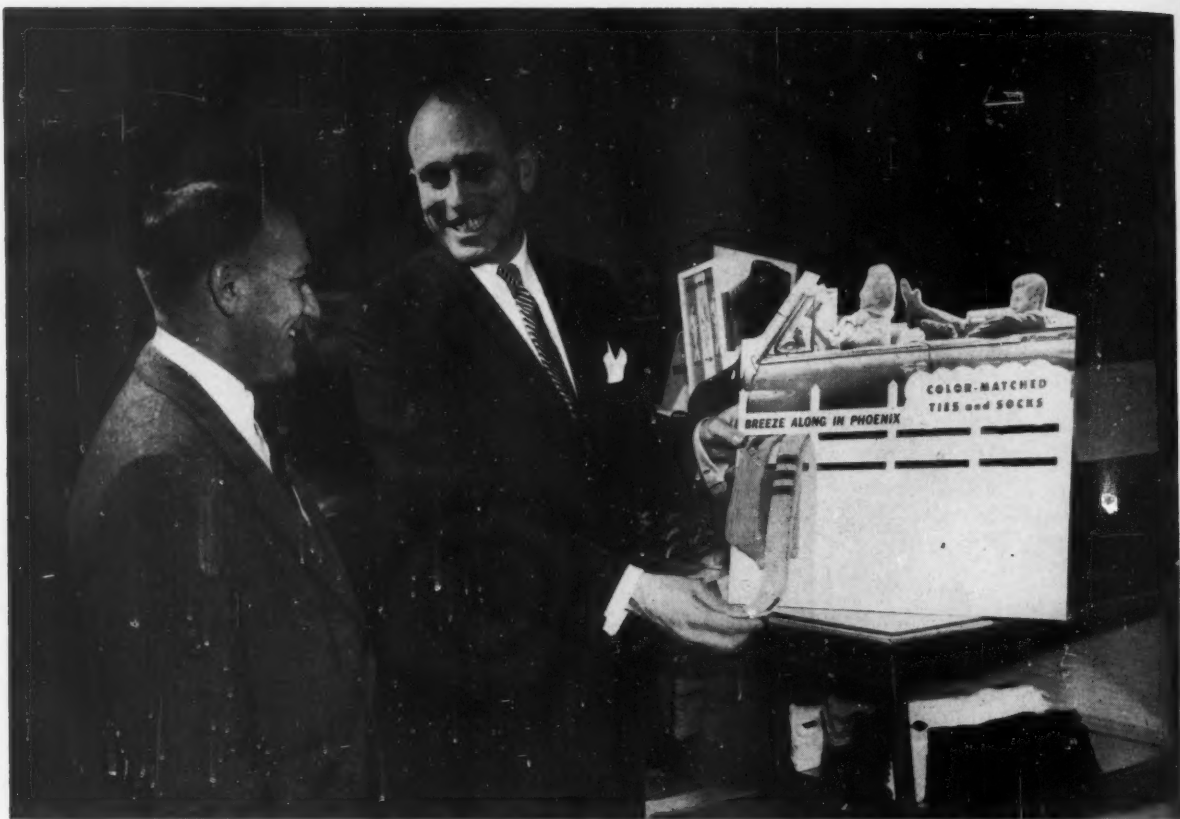
What a sales climate BH&G provides for *any* product that contributes to better family living! It's unique among all the major media. *Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans*

$\frac{1}{3}$  of America reads **BH&G** the family idea magazine

4,350,000 COPIES MONTHLY

DECEMBER 20, 1957

55



V-P AND CUSTOMER. Ted Friedlander, Jr., v-p, sales, managers by traveling a good deal himself. Here he displays Phoenix Hosiery sets an example for his regional salesmen as a Phoenix promotion campaign with store manager.

## Phoenix Hosiery Executives Keep One Foot in the Field

By JAMES M. JOHNSTON

Travel is broadening—and sharpening—for sales executives of the Phoenix Hosiery Co., Milwaukee.

Ted Friedlander, Jr., vice-president in charge of sales, says:

"At Phoenix, the sales management team, constantly on the go, travels for six important reasons:

- "1. to keep abreast of competitive conditions;
- "2. to introduce new products;
- "3. to maintain contact with our customers;
- "4. to maintain contact with salesmen;
- "5. to watch the effectiveness of

our promotion and merchandising program;

"6. to give concrete evidence—by appearing in person at sales and other meetings—of our support of the efforts of our divisional managers."

Only out in the field, where they can watch the reactions of store buyers and customers, are Phoenix executives able to see whether their merchandise program is clicking—whether the sight of Phoenix' stockings in "jeweled tones" and the hosiery "Beauty Box" makes the customer's eyes glow—or whether she seems indifferent.

"We need lots of customer reaction in this business, and that's some-

thing I can't get sitting in my office," comments Friedlander, who joined the firm in 1938, worked on every job in production, then, after service in World War II, returned to work in sales. He was made sales manager of the Men's Division in 1954, and general sales manager in 1955.

Only out in the field can Phoenix executives get a good look at their own salesmen, learn their strong points and where they need help. They meet the store executive in the interest of Phoenix products. A friendly chat with the merchandise manager, or demonstration of promotion and merchandising, can do wonders toward moving Phoenix hose to the front of the counter, and then into the customers' hands.

It is out in the field, too, that Phoenix executives can watch the performance of the retail sales people. This is important for Phoenix, because its business depends on the brands of stockings the salesclerk promotes.

Yes, travel really sharpens the operation for Phoenix.

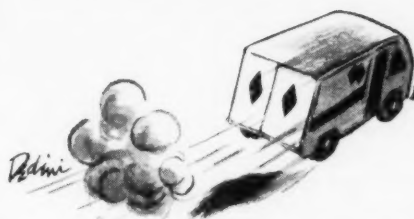
Friedlander returned only a week ago from a trip to San Francisco. On Oct. 11 he completed a 12-day trip to New York where he and John



## How to ship wisely . . . and well



The boss used to rage at each shipping delay  
And swoop down on Jack like a great bird of prey



Now they bill and they coo . . . for, as you might guess  
Their shipping's dependable with **RAILWAY EXPRESS!**

## The big difference is

Put yourself in your customer's shoes. Would you stand for the time and trouble that late deliveries could cost you?  
Of course not!

That's why it pays to specify shipment by Railway Express. Whether sending or receiving, you can always count on speedy, prompt service. And you get domestic coverage no other company can match. What's more, you can now speed shipments to and from almost anywhere in the world via Railway Express' new World Thruway Service. So, call Railway Express today. It's the complete rail-air-sea shipping service.



# "This is the size we use for the Growing Greensboro Market!"



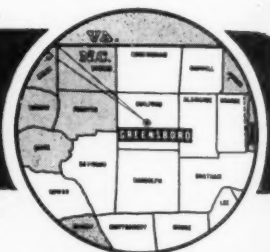
It's a sizzling market with a pleasant aroma of sales in Greensboro's rich, 12-county ABC Retail Trading Area! Consumers consume and buyers buy and readers read the Greensboro News and Record. Put a strip of your budget into North Carolina's paper that gets results. Over 100,000 Circulation Daily—Over 400,000 Readers Daily.

*Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!*

## Greensboro News and Record

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kolley, Inc.



Sales Management Figures

Wadsworth, vice-president in charge of Eastern Division, spent days at the Phoenix buying office in the Empire State Building. The week of Oct. 21 found him in St. Louis, the following week in New Orleans.

Friedlander is now spending time in the home office, conferring with President Frazier MacIver and briefing members of his sales department on what he learned in the market.

### Jaunts Planned

There's nothing "spur-of-the-moment" about the jaunts of the Phoenix sales team. They are carefully planned at quarterly group meetings.

Friedlander must plan his travels to form the most effective team combinations with Joseph LeSac, vice-president in charge of advertising and sales promotion, and manager of the Mid-states Division at Milwaukee; John Wadsworth; Dick Heller, Western Division manager; Max Hoffman, men's hosiery merchandising manager; Al Gerlach, merchandising assistant; Ray Cechal, sales development manager, or Helen Sisson of New York, fashion director.

"At group meetings we discuss individual problems of territorial development and decide what is the best

timing and priority for each job. Then together we decide which combination of executives is best fitted," says Friedlander.

"By planning our travels in advance, we can provide time at home for desk work that cannot be delegated, and also leave dates open for important conventions and meetings."

In hosiery the natural buying months are January and June, especially the first two weeks. That's when most of the Phoenix sales executives are in New York looking trends and customer reaction.

"In the fashion business we must catch the buying trend before the sales figures grow large enough to reveal it," explains Friedlander. "When we learn which items are 'hot,' we can improve our deliveries on them and reduce our close-outs."

Keeping a sharp eye on the market in January and June has become a habit with Phoenix executives, especially with their development of colors in hosiery—"jewel tones" such as sapphire, ruby, pink and emerald—to be matched directly with the rest of the woman's outfit. The "Beauty Box" and the "Phoenix Stocking Club" are other merchandising projects requiring a close check at the market's opening.

Phoenix maintains a special de-

partment for sales training. All Phoenix salesmen have been fully trained, acquainted with the products, the merchandising methods, the sales aids, and the promotional material available to them.

However, Friedlander believes, even the best salesmen need something more than an initial training program. They need the benefit of the executives' experience, and regular briefings on the overall picture of the hosiery market.

Phoenix has eight salesmen handling territories out of the Eastern Division; seven in the Mid-States Division, and nine in the Western Division.

### Sell in Two Markets

"We want our salesmen to have closer and more frequent contact with their Divisional managers because they are selling in *two* highly competitive and completely different markets—men's wear and women's wear," Friedlander explains.

The Division manager makes reports on the performance of each man—his sales, orders, returned goods, etc. He makes a travel analysis of the men—the towns visited, frequency of visits, etc.

Friedlander believes the personal

contact with any member of the sales management team is good for the top performer, too, because such a man is always open to suggestions about how to go higher.

Another huge job done by the Phoenix team of traveling executives is the personal promotion or introduction of Phoenix hosiery into stores which move mountains of merchandise.

"Groundwork for the sales calls to these key stores is laid by the salesman himself, who has a first-name relationship with the buyer," Friedlander explains.

"Sometimes the salesman, even the best in the business, has two strikes against him with an important account. Maybe the buyer knows the salesman too well and can easily put him off with 'I'll see you next week.' Maybe the salesman, plugging hard in his own territory, is not conversant with the hosiery trends of the entire country. The help of a representative of the Phoenix home office therefore is often welcome.

"The salesman sets up a meeting with one of our executives and the hosiery buyer, merchandise manager, or both. We're careful not to go over anyone's head, or to do anything that would make it hard for our own

salesman, who is always present."

Then Friedlander, LeSac, or another executive will tell the story of Phoenix—show how its newspaper ads in color have sold colored hosiery in other parts of the country. He will show the buyer sample ads run by other stores. He might tell how the Beauty Box promotion, or other projects, have worked in other cities.

"In short," says Friedlander, "we can build up a whole fashion approach for the prospect that the salesman himself is not in as good a position to do, try as he might to keep up with the latest fashion developments."

### Seek Written Agreement

Friedlander and his staff have been known to build high enthusiasm in these presentations. But they don't let it stop there.

"We've got to have something more than that wonderful feeling of mutual admiration," he explains. "We never leave the store without carrying our selling one step further—through a written proposal or agreement."

The proposal covers basic stocks to be ordered, promotion, display and sales goals. It's up to the salesman to see the plan through with methods

he's developed through his own experience.

"Store executives get a lift from the momentum resulting from a planned program. And Phoenix cements its relationship with the store executives.

"A lot of the success, however, depends upon the salesman. He must pick the right store, select the strategic moment and strategic approach to be used, and brief the executives on the store's background and policies."

LeSac drew from experience to illustrate the value of travel at the right time.

"Several weeks ago a store in the middle west, once a good account, wrote us that they were dropping our line. We had done quite a bit of business with that store four or five years ago. The account was too good to lose.

"Upon studying the situation, both from our end and theirs, I learned that in five years, for one reason or another, there had been too little personal contact with the store.

"I found out also that the store itself had had four hosiery buyers and two merchandise managers. There was no continuity of personnel on either side, leaving us wide open for a cancellation."

# GREATEST FLEXIBILITY

of any farm publication in the Southwest!

NO OTHER farm publication in the Southwest provides such flexibility of services for its advertisers as The Farmer-Stockman.

#### ☐ FLEXIBILITY IN CHOICE OF ISSUES:

When you advertise in The Farmer-Stockman, you may schedule your ads for the Texas issue only, or the Oklahoma issue only . . . or for both Texas and Oklahoma issues in combination.

#### ☐ FLEXIBILITY IN COPY CHANGES:

Advertisers using both Texas and Oklahoma issues of The Farmer-Stockman may run different ads simultaneously, or the same ad with a change of dealer listings in each of the two issues.

#### ☐ FLEXIBILITY IN PRODUCTION:

Now printed entirely by offset process. No engravings are required. Ads can be reproduced from original artwork, velox prints of original art or engraver's proofs.

The Farmer-Stockman is the only farm publication edited separately for Texas, and edited separately for Oklahoma!

## The Farmer-Stockman

OKLAHOMA CITY • DALLAS

J. H. Hunter, Advertising Director

400 N. Michigan Avenue  
Chicago 11, Superior 7-6145  
420 Lexington Avenue  
New York 17, Murray Hill 4-3340

500 N. Broadway  
Oklahoma City 1, Central 2-3311  
4321 N. Central Expressway  
Dallas 5, Lakeside 1-3121

434,813 Paid Subscribers





## WHAT HAS A STADIUM TO DO WITH SALES?



Possibly a very great deal indeed, for this new 32,000 seat home of the Green Bay Packers football team didn't just build itself. And it suggests to us a citizenry endowed with an unusual capacity to earn money matched by an even more unusual willingness to spend it.

We're not motivation experts. But we've helped a host of advertisers move a mountain of goods and services by carrying their sales messages into more than 39,000 homes every day! Whatever the science of the thing, our folks have the cash, they let go of it, and we're the only medium to tell all of them when . . . in color, if you like.

**GREEN BAY  
PRESS-GAZETTE**  
Green Bay, Wisconsin

Phil McClosky, Mgr., National Advertising



## Demonstration Panel

a multiple-page bulletin board

Panels swing "like pages in a giant book" providing many times the display area of an ordinary bulletin board. TYPICAL USES: conference rooms sales and advertising meetings, retail displays, conventions, lobby exhibits, training classes, etc. SHOWN ABOVE: wall unit with ten 24" x 48" steel-framed, composition-board panels. AVAILABLE: Pedestal, wall, and table-top models; wide range of panel sizes; any number of panels, colors, finishes. For more information, mail the coupon.

### Multiplex Display Fixture Co.

905-915 North 10th St., St. Louis 1, Missouri  
Please send literature on Demonstration Panels

D57

LeSac made a trip to the store, and had a friendly visit with the buyers. After talking over what Phoenix had to offer and what the store wanted, he said:

"Well, now, for the time and effort we have both put into this thing, let's give our hosiery another chance on your counters."

He also suggested an incentive program for the salespeople. "The store went along with that," LeSac says. "Phoenix has been receiving orders ever since and I have every reason to believe we will continue to."

It's LeSac's belief that "a sales manager should never call on an account without his salesman present. The sales manager definitely should not show up the salesman. The sales manager can, however, show the salesman the national trends in hosiery and what the top management thinks about them. With that, he can show him how the selling job should be performed. Then let the salesman do it—better than the sales manager could.

"After all, the salesman is a pretty smart guy. He knows a title doesn't mean much unless the man bearing that title can help him increase his sales volume and earn money for himself and the company."

LeSac points out one more example of a sales trip that paid off. In one area Phoenix salesmen needed help in the promotion of color hosiery. LeSac talked with executives in one store and convinced them they should buy color. The salesman, who watched the sales strategy at work, was able to use it successfully in other stores.

### Must Work in Other Trips

LeSac must arrange his travel schedule to work in trips to New York for conferences with the Phoenix advertising agency, Carl S. Leeds Co., and the fashion director, Helen Sisson. He also must spend time in Milwaukee directing the sales effort in the middle west. He takes in fashion meetings, Phoenix sales clinics, and visits special accounts.

One of Friedlander's comments about planning for travel was:

"The more we visit these individual stores, the more we wish we could travel in every direction at once."

An up-to-the-minute example of how the Phoenix travel policy pays off is the recent introduction of a new product, Phoenix "Debs." This is a specially styled line of seamless hosiery for teen-agers, 13 to 19 years old.

"We were convinced that stockings styled for teen-agers would open up a new feminine market with a sig-

nificant sales potential for all retailers handling our hosiery," Friedlander says. "Teen-agers have definite ideas and tastes of their own, a high priority in family spending and are in that formative period in which their buying habits for the future can be set."

### All Factors Considered

In launching this new line, Phoenix considered all basic factors—the hosiery itself, its packaging, and the merchandising over the counter. There is a self-selection rack designed specifically for the "Debs." It occupies just 17 x 19 inches of counter space and is backed with an identifying headpiece marked "Phoenix DEBS—Stockings for the Young in Heart." This rack, according to Friedlander, "offers a merchandising aid which not only saves the time of hosiery salespeople but makes it easy for the young, new shopper to assemble her own hosiery wardrobe."

Having set up the new line, the Phoenix team scheduled its travel plans at a Divisional meeting in August on a split-second timing schedule. The new line was to be introduced Sept. 15 for delivery to stores on Oct. 15.

On Sept. 15, Friedlander, LeSac, Wadsworth and Heller set out for separate territories. The salesmen had received samples, racks and promotional material. Each traveling executive then put into action his pre-planned program in three steps.

First, the promotional program for "Debs" was presented to the salesmen. Second, accompanied by a salesman, each executive personally demonstrated the proper sales approach in a store in that salesman's territory. Third, the executive accompanied the salesman to a second store to observe his selling procedure.

The pay-off? On Oct. 1, two weeks after the launching, Phoenix reported the opening of 50 "Deb" departments in major stores across the country. Most important, in that fortnight Phoenix salesmen had sold nearly 40% of what had been budgeted for the entire fourth quarter of the year.

"The success of this new product line can be credited to the fact that each man in the sales force started on Sept. 15 completely briefed," Friedlander points out.

Phoenix executives now face the usual kick-off period in January, when they watch the market and use all the sales and merchandising tools at their command.

And for Phoenix leaders, one of the most important merchandising tools is the travel ticket.

The End



# PIPE LINE COMPOSITE CATALOG RECEIVES ENTHUSIASTIC WELCOME!

Pipe Line Composite Catalog  
Gulf Publishing Company  
Box 2608  
Houston 1, Texas

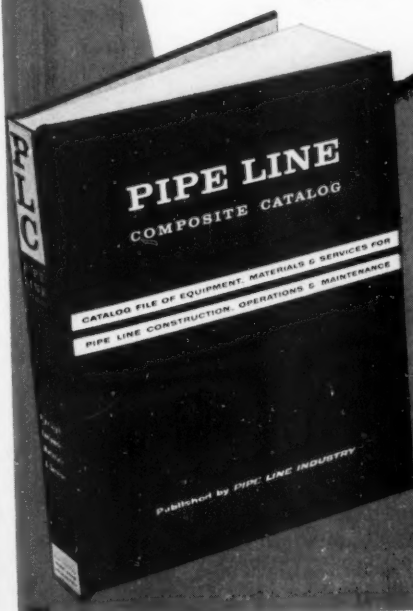
Gentlemen:

Our company has recently received several first edition copies of the new Pipe Line Composite Catalog for various individuals at our home office.

We probably aren't the first to congratulate you on this very fine publication; nevertheless, we still wish to compliment you for a job well done. We are glad to receive them and want you to know that all our personnel who received the catalog are appreciative and have commented favorably about it.

We are submitting an additional list of our personnel who were not included on our original request; nevertheless, each would like to receive a copy of the Pipe Line Catalog. We realize that an additional request such as this may not be within the limits you have in mind to be given to our company personnel. If not, please feel free to bill us for these additional copies.

Very truly yours,



Here is what one large pipe line contractor recently had to say about the new PIPE LINE COMPOSITE CATALOG. To be sure your company's equipment or services are given thoughtful consideration by pipe line contractors at the time work begins, be sure PIPE LINE COMPOSITE CATALOG is on your 1958 sales promotion budget. Let our nearest office furnish full details on how you can place your catalog in PIPE LINE COMPOSITE CATALOG.

## PIPE LINE COMPOSITE CATALOG A Specialized GULF PUBLISHING COMPANY Publication

- Houston (10), 3321 Buffalo Drive, Jackson 9-4301
- New York (17), 320 Park Avenue, YUkon 6-6558
- Tulsa (7), 916 Enterprise Bldg., Cherry 3-9211
- Chicago (4), 332 S. Michigan Avenue, WABash 2-9330
- Dallas (1), 518 Santa Fe Bldg., Riverside 7-7344
- Los Angeles, W. W. Wilson Bldg., Huntington Park 1-1000
- Cleveland (15), 1014 Euclid Avenue, MAJor 6-3200



who serves here--on the pack

--- and who makes most of the final decisions?

Around this table, and many like it in corporations across the country, men will gather to "brainstorm" packaging. The agenda may call for a complete facelifting of packaging for an entire family of related products—for greater shelf visibility and a competitive edge. Or, perhaps the problem is to develop a container with greater built-in convenience.

Sooner or later arguments and counter-arguments will merge into a course of action—a final decision, a packaging change. Who participates in corporate packaging committees . . . who has the power of final decision?

For the answer, look to packaging's biggest customer, U.S. food manufacturers, who last year invested more than \$6 billion in packaging materials alone. The accompanying table is based on reports from more than 300 important food manufacturers,\* almost half of whom operate with packaging committees when decisions are to be made. It shows the top management personnel who most often serve at the packaging decision-table:

title	% of companies where member
Vice-President—Sales or	
General Sales Manager .....	63%
President .....	53
Executive Vice-President .....	42
Advertising Manager .....	41
Purchasing Agent .....	40
Production Manager .....	26
General Manager .....	22
Plant Superintendent .....	12
Merchandising Manager .....	9

Titles in red are those for which "Sales Management" magazine is edited—sales and marketing executives, sales-minded presidents, chairmen and vice-chairmen, partners and owners.



Obviously, sales factors are today the most important pressures in implementing packaging change. That is why, as these tables show, the sales-minded executive usually has the big say-so when decisions are to be made. Because "Sales Management" magazine is edited exclusively for executives at the sales helm—the decision- and policy-makers who market nationally—you will continue to see in "Sales Management" greater emphasis on packaging . . . not the technology of packaging, but the payoff of packaging—the sell.

*\*A study for the Folding Paper Box Association of America, conducted by Don White, Inc., market research specialists in the food and grocery product fields. Findings summarized by the public relations firm of Carl Byoir & Associates in these words: "The Sales Manager is the man who makes most of the final packaging decisions . . . The primary reason for a package change is to increase sales."*

### Now, who is most influential in making final decisions?

title	
Sales Manager .....	30%
Packaging Committee .....	24
President .....	18
Production Department .....	11
Purchasing Agent .....	9
Advertising Manager .....	9
Miscellaneous .....	20*

\*Adds to more than 100% because of multiple answers, such as "Sales Manager and President."

**Sales Management** / THE MAGAZINE OF MARKETING  
 ed. New York ed. Chicago ed. Santa Barbara



1. MONEY—ITS USES and its Value: This was the campaign theme. First mailing was a teaser carrying ancient Roman coin in box. Address label designed to tie in with enclosure. Mailed from Rome, N. Y., no firm name outside.

## 1957's Direct Mail Prize-Winner: What Made It So Outstanding?

By JANET GIBBS

The top award made each year at the Direct Mail Advertising Convention is not to be sneezed at, because there's the hottest kind of competition. This year's winner was the Union Bag-Camp Paper Corp., New York.

The campaign singled out for top honors merits a second look for two important reasons: It was so successful in stimulating inquiries and sales volume that it will be repeated in 1958. And the problem involved—how to find a competitive advantage in a field where price, quality and production facilities among the major competitors are essentially comparable—is one that exists in a wide range of industries.

The winning promotional program represented the combined efforts of marketing, merchandising, advertising

and promotion executives for the company, plus the field experience of the 30 representatives who sell the firm's Multiwall bags nationally, and some outside advertising and art counsel.

Objectives of the program were these: to sell a new sales philosophy of service in terms of the prospect's money interests; to open doors and bring in qualified leads; to build up continuity through repeated contact.

So far as the third of these was concerned, the program was designed:

1. to increase brand preference for Union Multiwall bags;
2. to demonstrate that despite comparable competitive costs, quality and production facilities, there are important dollars and cents differences when *all* costs are evaluated.

3. to spell out the areas of service that can constitute this difference—and to document Union's superiority in each of these areas;

4. to build the stature of Union salespeople as packaging consultants and specialists—opening doors in companies where competition is solidly entrenched;

5. to reach the "top brass" that salesmen do not usually have the opportunity to meet; (Sales are often easier if buying ideas sift from the top down.)

6. to dig up new prospects;
7. to glamorize the commonplace;
8. to sell a complete packaging con-

SALES MANAGEMENT



cept to be backed up and coordinated with trade advertising and publicity; (A Five-point Efficiency Packaging Plan was developed.)

9. to act as a continuing reminder of how Union value analysis (the plus sales-service theme) works to the users' advantage.

The program was sold to top management on the basis of 16 mail-sales calls to *known prospects* at a cost of about \$1 for each sales call. Management couldn't overlook the fact that the average cost of personal sales calls is over \$20 . . . according to some sales experts.

These are the campaign details:

**Mailing Schedule:** Sixteen pieces were scheduled from November '56 through November '57. The first two pieces were mailed two days apart for fast, hard impact. The next two, a week apart. All others, one month apart.

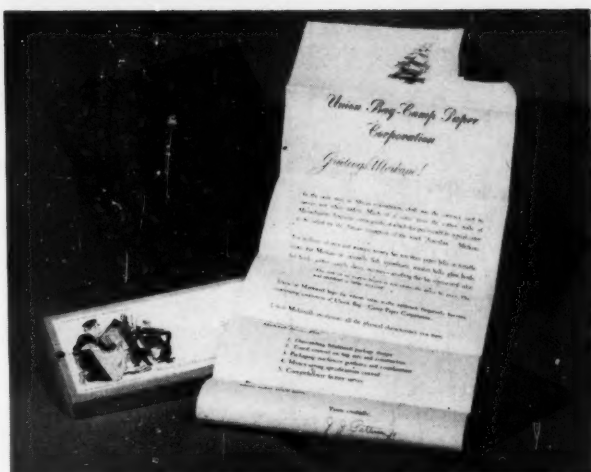
**Mailing List:** They were sent to 2,750 top-ranking executives of firms in the feed, fertilizer, rock products and chemical fields. Lists were built from salesmen's reports and business firm directories, then checked against master lists. *The lists were completely updated by revisions every month.* The high percentage of executive changes made this a "must."

**Salesmen's Cooperation:** A copy of each mailing was sent to all sales representatives one week in advance of the prospect mailing. It was sent to their homes—giving them time to read and absorb it carefully. The result was enthusiasm, cooperation and a feeling of being part of the team responsible for making this new sales philosophy sell.

**The theme:** Money, its uses and value, tied in with the Union Multi-wall five-point Efficiency Packaging Plan. Here's a quick look at the individual mailings.

**First mailing:** A teaser opener from Rome (ancient) and Rome (N. Y.) (See photo 1.) Format: Ancient Roman coin mounted in box; identifying label; business card, and on reverse side, in simulated handwriting, copy introducing theme "How much does your money buy?" Promise of follow-through letter.

**Second mailing:** Two-page letter mailed two days later, carefully processed on engraved stationery. Instead of usual name, address, etc., a three-line headline opening, including pros-



2. PARABLE OF CLOTH MONEY used by natives and white traders in the early days of African colonization, made the fourth mailing. Message printed on back side of cloth. Address label carried teaser, "Merkan! from Massachusetts."



3. PIECES OF EIGHT: The money clip is a replica of the storied coin that figured in so many true and legendary stories of pirates. The copy explained the meaning of its name, then quietly and neatly slipped into the commercial.



BIRD'S-EYE VIEW: This montage of the exciting and colorful mailings which made up the Union campaign is a reminder that bright promotion gets attention.

## on guard



Yes, she's never off duty in guarding family health. She balances the family diet, takes the children for their "shots," prods her husband to get his annual checkup. But what about *her* health?

Caring for herself is the greatest gift a woman can give her loved ones.

So don't delay — see your doctor about *your* checkup. It's "living insurance" against cancer.

**AMERICAN CANCER SOCIETY**

## UNIQUE

### BIG-TICKET GRAND PRIZE

#### For Contests & Promotions!

An unusual home item, carrying a big prize tag and bespeaking glamour, luxury and "dreams come true," is now available on a limited basis as a grand prize for *outstanding* national or regional contests and promotions.

Ours is a product that will stimulate tremendous public response and our company is a well rated leader in our industry. We, therefore, require responsible sponsorship and a guarantee of intensive consumer exposure.

Write in complete confidence to Box #3375.

## THE PAYOFF: Why Union Bag-Camp Will Repeat This Campaign in 1958

1. It materially increased demand for packaging cost evaluation studies, provided salesmen with greater opportunity to sell positively, from a position of strength.
2. It generated many unsolicited letters testifying to successful brand-name selling.
3. Salesmen say these conversation pieces put the salesman-customer relationship on a more personal basis, contributed to their stature. Typical comments: "The campaign opened many doors for me" . . . "Got order for two carloads . . . \$18,000."
4. Inquiries were so numerous that the company enlarged its Multiwall staff and facilities.
5. Some competitors, recognizing the strength of the service theme, have switched to similar themes in their own promotion.
6. The same basic theme is being incorporated in the advertising and promotion of other divisions of the company.

pect's personal name, was used, and a printed signature. High interest copy to insure high readership. The tie-in story of how a Roman emperor, 235 A.D., economized on precious-metal content of coinage with dire results, and man's discovery that money has value only in terms of what it will buy. Sales message covered Union's philosophy of service and value for your money.

**Third mailing:** Handsome folder, three colors, spiral binding. Cartoon art, a single idea on each page written with a light hand. Institutional copy introducing the five-point Efficiency Packaging Plan.

**Fourth mailing:** (See photo 2.) Another parable on purchasing and packaging costs. Cloth money was used by natives and white traders in the early days of African colonization. Much of the cloth was American-made (Massachusetts) . . . Africans corrupted the word "American," calling cloth money "Merkani."

**Fifth mailing:** Timed for the holidays, a special greeting card carried an illustration of a silver taler (1516) depicting the wise men of the East. No commercial copy, simply New Year greeting and company name.

**Sixth mailing:** "The Man Who Grew Money," two-page folder, two colors on white. Copy featured the time when produce or goods was legal tender. Institutional copy stressed that value of money is in what it will buy. Documentation of Union's sales philosophy. Case history reported how Union's analysis of a prospect's pack-

aging operation netted savings of \$150,000 in hidden costs.

**Seventh mailing:** Wife bait. Now we find feather money being used to buy wives (and other items!). The value theme, five-point plan, and show-how case history were used again. Same story, new dress, message sounding fresh and believable.

**Eight mailing:** A "gimmick" type that was both useful and long-lived. (See photo 3.) Covering a different area of service, it showed how a customer using the now-familiar five-point plan achieved a new look for an entire family of packages and cut costs at the same time.

**Ninth mailing:** "The Money That Gathers Dust on Your Shelves." Two-page folder. Again, a story of a customer — one for whom Union standardized bag sizes at an annual saving of \$100,000.

**Tenth mailing:** "Money to Burn." The story of ten ways a customer improved bagging efficiency.

**Eleventh mailing:** "Salarium! Handle with Care" warned the label. Inside a mailing box was a folder and block of Salarium—salt to you—one of the oldest mediums of exchange.

**Twelfth mailing:** "The Skull Trade." Copy on the use of skulls as a standard monetary unit in the 19th century.

**Thirteenth mailing:** "The Strange Story of Yap." Fascinating facts about the weirdest of all currencies. Com-



## How to locate markets with EXPANSION POSSIBILITIES

Brands and/or Types and  
Average Distribution of  
**SALAD DRESSING**  
from 11th Annual Scripps-Howard  
Grocery Product Distribution

	Number of brands or types per Store	Average % Distribution each brand or type
NEW YORK . . . . .	6.7	7.1
CLEVELAND . . . . .	9.9	8.1
WASHINGTON . . . . .	10.2	8.7
PITTSBURGH . . . . .	12.6	12.5
CINCINNATI . . . . .	14.1	8.4
INDIANAPOLIS . . . . .	14.8	8.4
KNOXVILLE . . . . .	15.4	15.8
MEMPHIS . . . . .	16.0	16.5
EVANSVILLE . . . . .	16.8	15.1
ALBUQUERQUE . . . . .	17.2	19.1
EL PASO . . . . .	18.3	18.1
FORT WORTH . . . . .	20.8	15.4
SAN FRANCISCO . . . . .	27.6	22.6
HOUSTON . . . . .	28.8	15.5

You would not look for a market where the number of existing brands was high—nor where those brands were well-entrenched. Rather, you would search for a market with a lot of consumer potential where an aggressive merchandising program offered the best possibilities of success.

A good market research job can pin-point markets with *expansion possibilities*. We think we have such a tool for aggressive merchandisers in the Grocery Product Distribution Survey conducted annually by Scripps-Howard Newspapers.

The panel to the left doesn't need arrows to point out markets "wide open" for a merchandiser with expansion ideas. And almost opposite to that, it reveals markets where some brands fairly well entrenched had best "be on their toes" lest the amount of competition make inroads on their sales positions.

If you would like a copy of our 11th Grocery Product Distribution Survey, get in touch with any Scripps-Howard newspaper or advertising office.

## SCRIPPS-HOWARD NEWSPAPERS

NEW YORK . . . . . World-Telegram & The Sun  
CLEVELAND . . . . . Press  
PITTSBURGH . . . . . Press  
SAN FRANCISCO . . . . . News  
INDIANAPOLIS . . . . . Times  
COLUMBUS . . . . . Citizen  
CINCINNATI . . . . . Post  
KENTUCKY . . . . . Post  
Covington edition, Cincinnati Post  
KNOXVILLE . . . . . News-Sentinel



DENVER . . . . . Rocky Mountain News  
BIRMINGHAM . . . . . Post-Herald  
MEMPHIS . . . . . Press-Scimitar  
MEMPHIS . . . . . Commercial Appeal  
WASHINGTON . . . . . News  
EVANSVILLE . . . . . Press  
HOUSTON . . . . . Press  
FORT WORTH . . . . . Press  
ALBUQUERQUE . . . . . Tribune  
EL PASO . . . . . Herald-Post

General Advertising Department, 230 Park Avenue, New York City

DECEMBER 20, 1957

Chicago San Francisco Detroit Cincinnati Philadelphia Dallas

# Why aren't you the Expert on Sales Tools?

*You can be...with the help  
of Perrygraf Slide-Charts. Send  
for FREE "how-to" kit today!*

There's a million-dollars' worth of sales-building know-how in the Perrygraf Slide-Chart Idea Starter Kit—and it's yours for the asking!

Yes, this kit will make you the expert on the sales tool which has been tested and proven by such major companies as AT&T, International Harvester, Chrysler, Standard Oil, Westinghouse, and many, many others. You'll learn how to solve your company's sales problems and

- Get more qualified inquiries...to build cream prospects lists
- Make salesmen more productive
- Give salesmen a useful "door opener" and "conversation piece"
- Inject your product for consideration at the buying moment
- Add related items to orders
- Make your sales story easy to grasp and remember
- Funnel demand to standard sizes and styles
- Keep the product sold



## What IS a Slide-Chart?

A Perrygraf Slide-Chart, at the pull of a slide or the turn of a disc, gives information needed to specify your product. One simple operation selects the right item...solves essential engineering or mathematical problems...shows how your product operates.

You can get results like this efficiently and economically. You just outline your sales problem... supply data sheets, catalog pages, engineer reports...and Perrygraf gives you the solution. Perrygraf handles the entire technical and creative problem—at costs that are surprisingly low!

Get the complete story in Perrygraf's Slide-Chart Idea Starter Kit. You'll get actual Slide-Charts...case histories of their use...and a handy form for outlining what you want your Slide-Chart to do for you. It's yours without cost. So mail the coupon today!

**FREE Idea Starter Kit! Mail the Coupon Today...Get Your How-To Kit by Return Mail!**

PERRYGRAF CORP., Dept. S-127  
150 S. Barrington Avenue, Los Angeles 49, Calif.

Please send me your free Idea Starter Kit—with actual samples of Perrygraf Slide-Charts as used in my industry.

NAME.....TITLE.....  
COMPANY.....  
ADDRESS.....  
CITY & ZONE.....STATE.....



**PERRYGRAF**  
SLIDE-CHARTS  
Quick Facts for Stranger,  
Simpler Selling

mercial: how overpackaging can be eliminated and transportation costs cut.

**Fourteenth mailing:** "Confidence Makes Good"—makes even wooden money good! Copy covered use of wooden money internationally and in 40 of our states (in the calamitous bank-failure days). Actual piece of wooden money was mounted in folder. Long-lived mailing piece to please souvenir collectors.

**Fifteenth mailing:** "Voodoo Money." Liberian tribesmen believed their pennies had souls. This led into the theme: value of pennies, or dollars, is how much they will buy. An additional attention-getter was an invitation to match the witch doctor's sorcery by solving a puzzle included as part of the mailing.

**Sixteenth mailing:** A money-making machine plus sample monies carrying money talk and selling Union's sales philosophy. A dummy check for \$129,000 carried on the back the story of the client who saved that sum of money by utilizing Union's recommendations and services.

Throughout the program, all of the two-, three- or four-page folders were economically produced on single sheets, then folded. Each piece looked different from all others. All were inserted in white envelopes with specially designed addressing labels tied in with the theme. Careful selection of paper made it possible to safely mail third class and still be certain the mailings would arrive in good condition. Postage stamps were used.

Typical of all mailings was a closing suggestion that it might pay "to look into the plan" . . . a low-pressure switch from the usual high-pressure call for buying action.

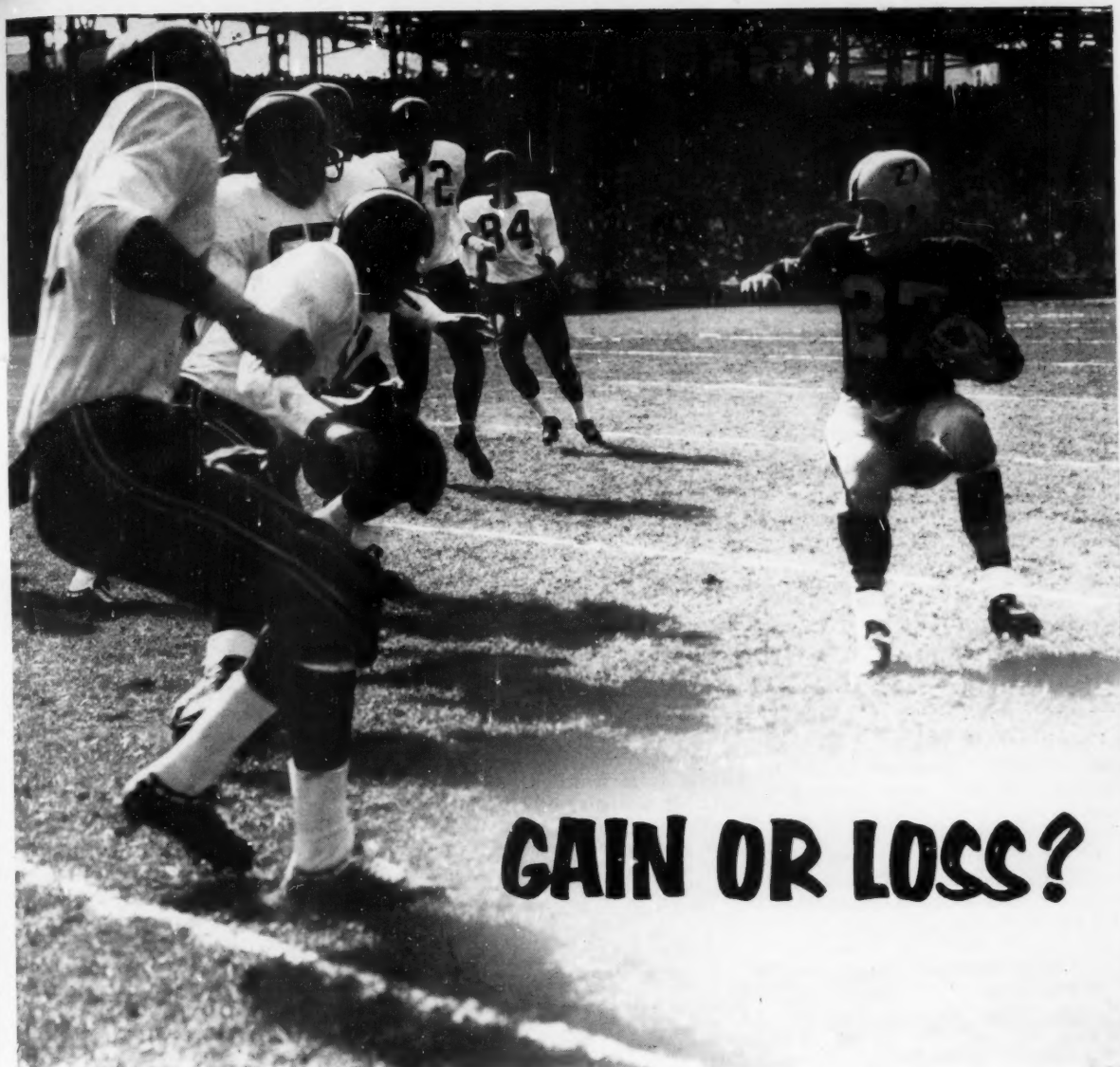
Advertising agency: Smith, Hagel & Knudson, Inc. Art: Ross Art Studio. Assembling and mailing: James Gray, Inc. **The End**

## Advertising and the Economy

"Under our system, advertising is the tireless and persistent generator of dynamism in the American economy, for better goods at lower prices. In this way advertising insures the continuance of a highly competitive economy."

William E. Robinson, President  
The Coca-Cola Co.  
Before National Wholesale  
Druggists Assn.





## GAIN OR LOSS?

It depends on whether Dean Derby, Pittsburgh Steeler, can see an opening and take advantage of it before the six big Chicago Cardinals block his way to a touchdown.

Your salesmen face the same problem as they buck the tough lines of competition. They gain or lose sales opportunities depending upon how well they know their territories.

Thousands of sales managers help their men break through for a sales gain by giving them a current Dun & Bradstreet State Edition.

The new January Book — ready January 1 — contains up-to-the-minute sales and credit facts on your customers and prospects. With this information your salesmen can

- organize a productive day's work
- screen prospects
- locate newer businesses
- set size of order to try for

**DUN & BRADSTREET, INC.**

*Want more information?*

*Fill in and mail the coupon below today.*

DUN & BRADSTREET, INC.

Department 11  
99 Church Street  
New York 8, New York

I'm interested in your State Editions. Please send full details. No obligation on my part, of course.

INDIVIDUAL \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

## WORTH WRITING FOR...

### "People + Newspapers"

Motivation study conducted by the Bureau of Social Research, Inc., which shows how newspaper reading "leads to definite action on the part of the reader." Featured are statements made by people about their newspaper reading habits—604 men, women and young adults in all walks of life. Among conclusions: People depend on newspapers and feel lost without them; advertising often causes immediate action and is retained in minds of readers; reading newspapers is so associated with the purchasing function that people recognize that the newspaper has instigated the buying action. Copies may be obtained from Samuel Rovner, Bureau of Advertising of the American Newspaper Publishers Association, Inc., 485 Lexington Ave., New York 17, N. Y.

### Electronic Equipment

Fourth annual "Audit of Brand Recognition of the Electronic Original Equipment Market" which serves as a fundamental guide in planning advertising to electronics industries. Brand recognition is measured through the question: "What manufacturers would you consider in planning purchases of the following products?" Forty products are listed. The percentage of electronic design engineers responding to each product indicates the interest shown by the original equipment market in the products mentioned in the study. Copies may be obtained from James S. Milholand, Jr., Co-Publisher, *Electronic Design*, 19 E. 62nd St., New York 21, N. Y.

### Print Media Evaluation

This report on "A Fourth Dimension in Print Media Evaluation" pioneers the importance of life cycle analysis in interpreting advertising reader values related to specific product fields. Data summarize the activity of the Daniel Starch organization which interviewed 27,000 respondents in checking 936 advertisements in *Ladies' Home Journal*, *Life*, *The Saturday Evening Post*, *This Week*, and *Puck*, *The Comic Weekly* during 1956. The age distribution of male and female advertising readers was studied for major product fields including automobiles, foods and bev-

erages, cigarettes, toiletries, dentifrices, pharmaceuticals and household soaps and cleansers. Comparative data show typical patterns of response to specific campaigns as these were reflected by the concentration of readers in the 18-34-year age group. A basic technical reference was used to dramatize the importance of Life Cycle Analysis by showing that consumers in this age bracket represent a much greater potential to advertisers in the specific product fields than older groups. For your copy of the report, write to Robert P. Davidson, General Manager, *Puck*, *The Comic Weekly*, 63 Vesey St., New York 7, N. Y.

### Hospitals . . .

. . . spent \$2,067,922,000 for supplies, services and equipment during 1956, this report reveals. Other data cover 11-year trends between 1946 and 1956; construction needs; U. S. facilities for inpatient care, 1956, and net increase, 1948-1956; units for outpatient care; value of all U. S. hospital construction, 1945-1957; spending patterns; departmental expenditures; facilities and services. For your copy of "The Hospital Market," write to Bremen I. Johnson, Sales Manager, *Hospitals*, *Journal of the American Hospital Association*, 18 E. Division St., Chicago 10, Ill.

### How to Sell to Government

Tips on the current technique for small businesses to consider can be found in this new guidebook, "ABC of Selling to U. S. Government." It explains Federal buying habits and outlines sales approaches. In addition, it counsels on Government buying by bids and by negotiations; bidding sources small companies can tap; ways to obtain bidders' lists, and how to prepare bids and proposals. Copies are available from Wendell Barnes, Administrator, Small Business Administration, Washington 25, D. C.

### Industrial Marketing

Report of a talk by Charles S. Roberts before the Market Research Council, which takes the mystery out of industrial marketing research. It shows how research has been used with success by leading companies. Consumer and industrial research are compared, pointing to the fact that

the difference is not in terms of objectives or how managements use findings, but in the products that are studied and the nature of the products. It covers products, nature of markets, sampling, types of respondents and interviewing procedures. A copy of "Applying Research to Industrial Marketing Problems" may be obtained from Julio Sorzano, Roberts, Sorzano & Associates, 122 E. 42nd St., New York 17, N. Y.

### Entertainment

In this report, "1957 Entertainment Survey," there are data on purchases and use of beverages among two and a quarter million families. It covers purchasing habits, brand selection, and consumption of alcoholic beverages at home, both for themselves and their guests. It also measures the popularity of mixed drinks, extent of liquor buying for gifts, and many other related facts. Copies may be obtained from Karl F. Moore, Sales Promotion Manager, *True*, *The Man's Magazine*, 67 W. 44th St., New York 36, N. Y.

### Car Dealer Market

This survey, certified by R. L. Polk and Co., was conducted to present a general cross-section of dealer volume and purchasing habits in large and small cities. For example, it includes makes of cars sold, number of cars—new and used—each year, size of dealership by quantity of new cars sold and averages of annual service volume for dealers. For your copy of "How to Get Your Share of the Big Car Dealer Market," write to R. L. Webber, Business Manager, *Automotive News*, 2666 Penobscot Building, Detroit 26, Mich.

### Use of Plastics Materials

Markets for plastics materials and parts within a cross-section of U. S. hardgoods manufacturing plants are analyzed in this study. It is based on information obtained from 560 plants and includes market data on 18 different types of plastics and data on forms (molded, sheet, cast, extruded, foamed, etc.) All data are broken down by industry to the Standard Industrial Classification system. Single copies of "Plastics Materials and Parts Market Survey" available from William P. Winsor, Publisher, *Materials in Design Engineering*, 430 Park Ave., New York 22, N. Y.



\*In case you haven't met these three media experts before: Hi stands for high acceptance; Brod for broad market coverage and Lo for low cost. They all apply, of course, to the Post-Gazette. Why not put them to work for you!

## How Tight is Loose?

Tighten the cinch straps, Mabel. It's the things that don't show that add charm to a gal—and to a newspaper. You can't tell from Media Records, for example, the painstaking care that goes into making the Post-Gazette so much a part of the community it serves. But the extra sales-lift your copy gets from the high reader acceptance of the Post-Gazette is one of the reasons why advertising is running at an all time high in the Post-Gazette—and in no other daily newspaper in Pittsburgh!

*Something is STILL Happening in Pittsburgh!*

## Pittsburgh Post-Gazette

*Fastest-Growing Newspaper in America's 8th Market*

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

# Don't You Wish You Could Travel Like John Foster Dulles!

He sets out in a special Government plane; a private secretary follows in his wake; several trained assistants go with him everywhere; he carries nothing in his hands. He's hardly a typical traveling executive. But . . .

... you can learn a few tricks from Mr. Dulles on how to manage while you're on the move.

For like every good executive, Secretary of State Dulles makes notes on important meetings while he's sitting in. And like every good executive he dictates them to his secretary as soon as possible—before they cool off and his personal shorthand becomes meaningless to him. (You can steal a few minutes after a meeting to go off to a quiet corner and work your own notes over, so that they will make sense to you when you're able to dictate them.)

Whether on domestic or overseas assignment, Dulles travels in one of many planes maintained by the Military Air Transport Service. The planes are fitted with special state-rooms, rendered as soundproof as acoustic engineering can make them. The Secretary takes with him a special assistant who sorts papers before they're passed on to Dulles. (You might have your secretary do a similar job for you, placing all papers on a particular subject in a separate pocket of an attache case. You'll then be as well-organized as the Secretary of State who, believe it or not, does not own a single attache case. He travels with a heavy (30 pounds), beat-up legal case he's used for years.)

Miss Phyllis Bernau, Dulles' private secretary, goes everywhere her boss goes. She's made all his foreign trips and takes his dictation directly on an IBM typewriter, correcting for style and retyping later on. With Dulles goes the Assistant Secretary of State for Public Affairs (a public relations man, in common parlance). With him also goes a regional advisor who briefs the Secretary on local problems of the area or country into which he'll travel. (And you can bone up on the territory you're entering and save yourself time.)

Since you cannot often take a secretary and special assistants along on your trips perhaps you can simplify



your dictation problems by investigating a special service Dictaphone Corp. offers owners of its products. For years Dictaphone has made available, in cities and countries where it has local offices, a dictating machine, at no cost. It works like this: The Dictaphone Travel Service, as this convenience is called, issues a courtesy card to Dictaphone owners who request it. This allows a Dictaphone owner to borrow the latest made machine for as long as a week at a time, three times a year. In major cities Dictaphone keeps machines in hotel check rooms, available at a moment's notice. Otherwise you need merely call the local office to have a machine delivered.

Dictaphone reports that some 50,000 people hold Dictaphone Travel Service cards. And the company plans, reluctantly, to begin—sometime next year—making a small charge for the service. Too many machines are being tied up and the Service is hard pressed to supply its members.

Says Carol Lyttle, v-p in charge of sales for Dictaphone: "Confidence in a company makes it much easier to convert interest in a product into actual sales. The customer knows we give much more than lip service to service."

Arthur (Red) Motley, president of *Parade*, travels over 100,000 miles a year. While he's on the road his secretary forwards important letters to him. When these are from people he knows, and an immediate reply is required, Red Motley writes in his answer—using the red pencil which is his trademark—on the bottom and back of the letter that has come to him. People are flattered that he has taken time out of his crowded schedule to make a prompt—and handwritten—reply. And Red Motley has fewer dictation chores waiting when he gets back to New York.

Even American Telephone and Telegraph Co. is working at the task of making you more efficient on the road. Motels are fast approaching hotels in numbers of rooms (the score to date: one million motel rooms against a million-and-one-half hotel rooms), but the motels offer a handful—comparatively speaking—of room telephones. AT&T is waging a vigorous campaign to get a telephone into every motel room. Soon lighted highway signs in front of motels will reassure you that you may stop overnight without being cut off from the rest of the world. AT&T forecasts that the day is coming when you'll expect a telephone in your motel room just as you expect air conditioning.

Walter H. Johnson, v-p passenger sales for American Airlines, Inc., travels over 100,000 miles a year—which makes him a member of his company's Admiral's Club, limited to people who cover 100,000 miles annually on American's planes. His suggestion is "travel light." For this he, too, uses an attache case.

But the best tool he uses in traveling, says his secretary, is his phenomenal memory which he's developed to such a point that when he comes back to his office he can dictate non-stop.

A good memory, adds Mr. Johnson's secretary, is the least expensive equipment you can take on a plane.

The End





when it's the  
**HOME**  
it's  
**THE NEWS**

More homes in Detroit's Metropolitan Area get The Detroit News weekdays and Sundays than any other Detroit newspaper. And 29% of all homes read no other newspaper! Moreover, the higher the family income, the greater The News' coverage. That's why The News is Detroit's most influential salesman of HOME products!



Total Circulation:  
468,167 weekdays,  
579,068 Sundays  
ABC 9-30-57

**The Detroit News**

Eastern Office... 260 Madison Ave., New York  
Pacific Office... 785 Market St., San Francisco

Chicago Office... 435 N. Michigan Ave., Tribune Tower  
Miami Beach... The Leonard Co., 311 Lincoln Road

## EXECUTIVE SHIFTS IN THE SALES WORLD

### American-Marietta Co. . . .

John W. Spoor appointed v-p and director of sales of Seaman-Andwall Corp.; a division.

### Celotex Corp. . . .

James C. Whitney named manager of Mineral Wool Sales Dept.

### Clary Corp. . . .

Charles T. Cosser to general sales manager for Clary Dynamics Div.

### Dahlberg Co. . . .

Ralph Campagna elevated to v-p and director of marketing of this hearing aid and electronics manufacturing company.

### Fieldcrest Mills, Inc. . . .

Hugh P. Feeley named v-p of Karastan Rug Mills; a division. Was sales manager.

### Fort Worth Steel & Machinery Co. . . .

Fremont Fisher elected v-p in charge of merchandise sales department.

### General Dynamics Corp. . . .

H. Glynn Wood becomes general sales manager of Special Products Division of Stromberg-Carlson.

### General Transistor Corp. . . .

Allan Easton appointed v-p in charge of marketing. Was v-p, sales.

### Gray, Dorothy, Ltd. . . .

Donald H. Stillman to sales manager.

### Latrobe Steel Co. . . .

Howard M. Givens named v-p, sales. W. G. Dahl to general sales manager.

### Minute Maid Corp. . . .

William Hoelle promoted to national sales manager. Walter A. Bonvie to advertising manager.

### Oberly and Newell . . .

Norton B. Jackson appointed v-p sales.

### Philco Corp. . . .

William J. Nagy to general sales manager of Accessory Division.

### Simmons-Boardman Publishing Corp. . . .

Duane C. Salisbury appointed director of sales.

### Tel-A-Sign, Inc. . . .

Russell S. Kribs to v-p and director of sales of this illuminated plastics signs producer.

### Tennant, G. H., Co. . . .

Orville G. Hognander becomes sales manager.

### Transcontinent Television Corp. . . .

L. Walton Smith appointed promotion manager.

### U. S. Steel Corp. . . .

Harry R. Black elevated to general sales manager.

### Vulcan Containers Inc. . . .

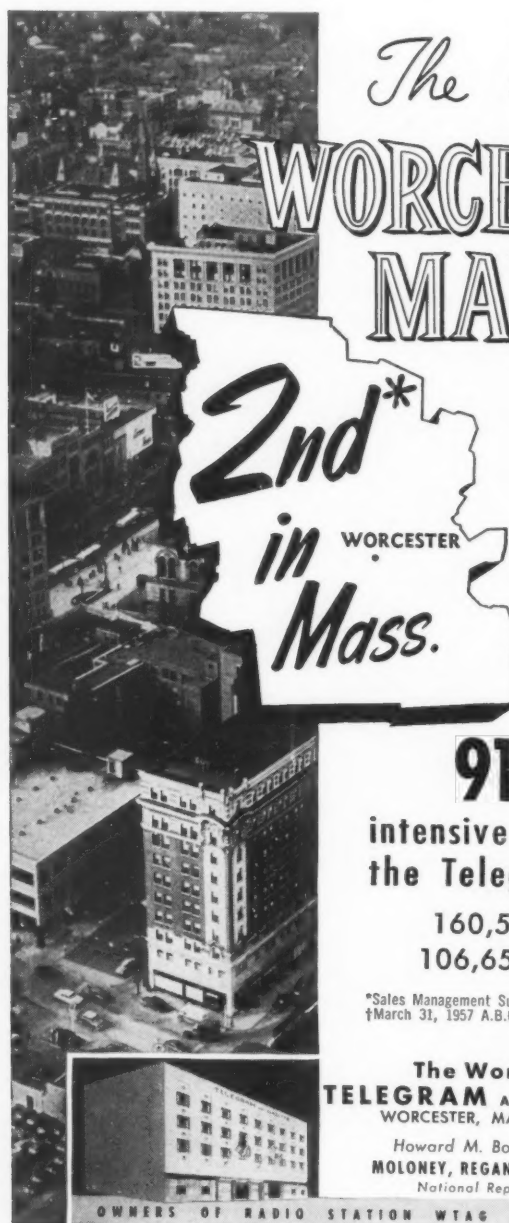
Lawrence M. Ferguson named sales manager.

### Whirlpool Corp. . . .

Jack D. Sparks named director of marketing for RCA Whirlpool home appliances and Estate ranges.

### York Corp. . . .

Robert E. Cassatt becomes general sales manager, packaged products; Robert G. Werden, general sales manager, engineered equipment; and Walter L. Pharo, general sales manager, contract products for this Division of Borg-Warner Corp.



*The Growing*  
**WORCESTER  
MARKET**

**2nd\***  
*in* WORCESTER  
**Mass.**

- 581,500 Population\*
- \$987,269,000 Effective Buying Income\*
- \$636,221,000 Retail Sales\*

Only Boston exceeds Worcester

**91.9%**  
intensive coverage by  
the Telegram-Gazette

160,531 Daily†  
106,655 Sunday†

\*Sales Management Survey of Buying Power May 1957  
†March 31, 1957 A.B.C. Publisher's Statement

**The Worcester  
TELEGRAM AND GAZETTE**  
WORCESTER, MASSACHUSETTS

Howard M. Booth, Publisher  
MOLONEY, REGAN & SCHMITT, Inc.  
National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM

IN THE BIG **\$3** BILLION  
OREGON MARKET\*



...the Oregonian  
reaches more of  
your customers!

... with Circulation Leadership — **51,128** TOTAL DAILY CIRCULATION  
LEAD OVER 2ND PAPER

City Zone Lead 10,108  
City and RTZ Lead 19,253

... with Advertising Leadership — **8,196,713** LINES (Year 1956)

Retail Lead 2,607,104 li.  
General Lead 1,568,879 li.  
Classified Lead 4,020,730 li.

**THE Oregonian**  
Portland, Oregon

Largest Circulation in the Pacific Northwest  
232,338 Daily — 296,204 Sunday

1957  
PULITZER PRIZE  
HEYWOOD BROWN  
AWARD  
SIGMA DELTA CHI  
AWARD

SOURCES: ABC Publishers' Statements for six months ending March 31, 1957; Media Records total advertising, less legal, AW, TW and Comics, 1956; Annual Report, Portland, 1956.

\*Oregon and 7 Counties of Southwest Washington.

REPRESENTED NATIONALLY BY  
MOLONEY, REGAN & SCHMITT, INC.

AN  
AD  
CAN  
BE  
SO  
STRONG  
IT'S  
WEAK

You look over the new ad the boys bring in for OK.

It's a strong ad.

It has *force*.

Boy, that's telling 'em!

You start to put your OK on the ad. You even grin as you think what old Snods, your biggest competitor, will say when he sees this ad...

...“whoa”, you say, and you pull back.

Are we advertising to Snods, or to our prospects?

How will this “strong” ad strike the men who have the job of selecting the best product in the field for their particular purposes? Will they, in their search for facts, dismiss this as mere brag?

What do you want *them* to say when they've read your ad:

“It just can't be that good!”

or “That sounds worth looking into—I'll bet it's even better than they say.”

The only ad that is really strong is the ad that is believed by the people who count—your good potential customers.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y.





## THE SCRATCH PAD

By T. Harry Thompson



Railway Express version: Three more shipping-days till Christmas.

That's Too Bad Dep't: "Adenauer Sees Reds in Trouble."—*Headline.*

Memo to fast drivers: Don't be the quick and the dead.

Still bucking for safe driving incidentally, Bell Telephone trucks say: "The impact of courtesy never hurts."

Nit: "Why were they divorced?"

Wit: "Their trouble was High Fidelity. Whenever he got *high*, he forgot *fidelity*."

Copywriters At Work Dep't: "The best car in the world . . . Rolls-Royce."

On television, John A. Logan, president of the National Association of Food Chains, gave a good report on the model American super-market displayed in Yugoslavia. The exhibit used local meats, but flew vegetables in *twice* from the U.S. The American exhibit was a smash hit with Titotalitarians.

Baldness: A crisis coming to a head.—*Grit.*

George Gobel may have trouble finding material like his classic definition of a salesman: "A fellow with a smile on his face, a shine on his shoes, and a lousy territory."

The hyphen-haters: "New Twist Off Cap."

"Money isn't everything. Henry Ford, with all his millions, never owned a Cadillac."—*Raymond News-maker.*

Old-timer: One who can remember harness-shops with round, wooden boxes of axle-grease. Also, one who can remember when families bought flour by the barrel instead of by the bag.

Bert: "You say that former sailor is a jerk?"

Myrt: "Yeah; he's a post-naval drip."

Addison knew what an obstacle-course life is when he wrote: "The utmost we can hope for in this world is contentment."

Writes David Bigelow Melville: "1. Leave Jimmy Dorsey on sax but please put Frank Teschemacher on clarinet. 2. Put Busse back in the closet and replace him with Beiderbecke and Berigan. Joe Oliver might also add a bit of southern accent. 3. Under no circumstances should there be anyone on drums but Big Sid Catlett. 4. Make at least two bands out of your ghostly group . . . one for swing and dancing, the other for

jazz. There are too many masters within the available personnel to cram them into one band."

"The test of *good* manners," Wendell Willkie said, "is to put up pleasantly with *bad* ones."

The weaker sex? According to Oscar Wilde, women are never disarmed by compliments; men *always* are.

Judging by the kids in my own family, "the children's hour" of yesteryear has gone with the wind. No longer are children seen but not heard. And their needs cost as much as those of grownups. Manufacturers in a position to cater to this juvenile market stand to make a killing.

An old simile, "As thick as flies around a molasses-barrel," may give way to "As thick as commercials around a station-break."

Trivia Dep't: In the Whiffenpoof Song, the lambs bleat with a broad "a" instead of a short "a."

Happy holidays, you-all!

### Print the price!

As you mill around in the pre-holiday crush, wouldn't you be surprised to finger merchandise bearing tags reading: "Priced amazingly low" or "Less than you'd guess"?

Sound fantastic?

Sure, but it isn't such a far cry from newspaper advertising which tells you everything *but* the price. (Magazine ads have more excuse, for prices often vary on a regional basis.)

The practice of omitting price from various forms of advertising probably got its start during the seller's market. Goods were "in short supply," as we liked to say back there, and advertisers weren't precisely pressing.

But doesn't it strike you as somehow silly today? If a prospect is interested, it is certain that he or she will have to find out the price before any money changes hands and a sale is completed.

Copywriters have been very coy about concealing the price. They must be running out of ways to say that the price is "unbelievably low." Can't we get rid of this nonsense?

I have nothing to sell, but, those of you who have, I ask you to do something about it. Just on general principles, *print the price!*

# Your Next 100 Years

- you'll spend weekends at resorts on the moon
- you'll be driving atomic-powered cars
- you'll transmit your ideas by mental telepathy

SALES MANAGEMENT makes an earnest attempt to be all things to its readers: And we have one editor whose job is so specialized that he comes in from his Long Island place only when we have a definitely off-beat assignment. He covers morticians' conventions, introductions of IBM machines (when they weigh five tons), conclaves of crystal ball peerers.

Recently we called on him to cover "The Next Hundred Years," a luncheon symposium—featuring seven of the country's top scientists, one Pulitzer Prize writer on science and three luminaries of TV as interviewers. The affair was given by Joseph Seagram & Sons, Inc., distillers, at the Waldorf-Astoria Hotel, New York City, to celebrate its centennial and to turn a telescope on what's in store for us in the next 100 years. Here's his report:

\* \* \*

Arrive at the Waldorf at 12:07. On elevator to check room stand beside a tall Sikh in turban who is talking to two men with middle-European accents. Elevator jammed. In foyers leading to main ballroom, where luncheon is to be held, noise level intense. Seagram invited 1,000 guests, seemingly all accepted.

At every turn a steam table, dispensing tiny hot dogs and hors d'oeuvres. Dozens of waiters offering cocktails. Standing by a door, heavily masculine woman, short hair, mannish suit (double breasted), topped off with button-down shirt and bow tie, is speaking in what sounds like Russian to gentleman who looks as if he had just left Wall Street. On closer listening he, too, seems to be speaking Russian. Sit down next to distinguished man in late 40's, who resembles a taller, Anglican-looking Rossano Brazzi. Mention to him that one cannot tell, from appearances, what people are or what they do. Tell him had him pegged for a British diplomat until he spoke with an Ivy League accent. Turns out to be Dr. Robert F. Oxnam, president of Pratt Institute, in Brooklyn.

The main ballroom, gotten up for a banquet, complete with organ music. On upper tiers, TV cameras; behind

velvet curtains on stage the scientists and interviewing panel. When curtains are drawn stillness falls over the three-floor room. Everyone cranes, shifts seats for look at some of world's top scientists.

Seagram is attempting in 90 minutes to cover next 100 years. Each scientist will be given a few minutes to speak on his specialty with reference to what's in store for us mortals. Luncheon partner points out this will be as breathless as being shot through space.

All but two of scientists bald or balding. Some typical American products (Dr. James Bonner, for instance). Others as typically European in appearance. No homogeneity of looks among panel, scientists or, for that matter, audience. Practically everyone here important in some phase of business, publishing, science. But no common denominator of physical characteristics.

Dr. Harrison Brown, brilliant chemist, who used fragments of meteorites as probes for earth's deep interior, looks like a boy among men. Dr. Wernher von Braun, creator of German V-2 rocket, authority on space flight, looks like football coach at big Western college. Younger, handsomer than his pictures, Dr. Bon-

ner, the food expert, has attenuated look of man who lives in own world, feels raw, unprotected on outside. Only Dr. Albert Szent-Gyorgyi, twice winner of Nobel Prize in medicine and physiology, looks like public's idea of scientist. Thatch of white hair which he ruffles when thinking. William L. Laurence. *The New York Times'* Pulitzer Prize winner—who's moderating the panel—has a crouching, bulldog look. Outthrust jaw, flattened nose. But his rimless glasses belong on a professor—which by intellect, he could be.

The TV idols—with the exception of Edward R. Murrow, CBS, ("Person to Person")—look like actors in a repertory company beside the scientists. Murrow's colleagues: John Daly, ABC ("What's My Line?"), and Chet Huntley of NBC news.

Odd fact: There is no "head table." But scores of celebrities are scattered about at 100 tables. Among them: Samuel Bronfman, who owns Seagram; S. Sloan Colt, the banker; the Hon. Carmine De Sapio of Tammany Hall; Lt. Gen. Garrison H. Davidson, superintendent of the U.S. Military Academy at West Point; the Hon. Douglas McKay. (Someone, earlier, greeted ex-Secretary of Interior McKay as "Senator," got a frozen look in return.)

Dr. Brown, baby of the group, begins his account with joke from *Punch*, the British humor magazine. Uneasy laughter. Apparently Americans prefer their scientists straight, feeling scientist with funny streak is slightly bogus.

Brown is one who believes next 100 years will produce marvelous things for man, if he survives with his technology intact. "We solve our problems in the next century or not at all," says he.

Dr. Clifford C. Furnas, former Assistant Secretary of Defense for Research and Development, says man will soon eat and enjoy synthetic food. (We have just eaten lobster salad, filet of beef, baked Alaska.)

Among fantastic predictions:

- Mental disease, emotional illness, neurosis, etc., will probably be eliminated.
- There will be three times as many people in the world. We will feed them by harvesting the crops of the sea, and by tilling every acre.
- Space stations will provide hourly weather reports of unprecedented accuracy.

Coming down in elevator distinguished gentleman is saying, "Thank God I won't be around to sample these scientific miracles. Find today confusing enough." **The End**

# WHY DALLAS NEWS READERS BUY MORE AUTOMOBILES...



## ...AND SPEND MORE ON THE CARS THEY BUY:

THE NEW-CAR MARKET IS WELL-HEELED! According to the Federal Reserve, 76% of all new car purchasers last year had income of \$5,000 or more... 44% made at least \$7,500... 25% had \$10,000 and above. What's more, 30% of the spending units with income of \$7,500 and up own two or more cars.

DALLAS NEWS READERS HAVE MORE, SPEND MORE... AND THERE ARE MORE OF THEM! Over three-fifths of News subscribers in the A.B.C. city and retail trading zones have income of \$5,000 or more; one fourth have \$8,000 upwards!

A recent survey revealed over 91,000 out-of-town Charga-Plate charge account holders compared to 92,000 News subscribers in that area. This is significant in that Sales Management attributes 42.3% of Dallas' automotive sales volume to out-of-town customers!

*More able to buy, DALLAS NEWS readers buy more automobiles, food, appliances... or whatever you sell. **CONCENTRATE** your advertising in...*

# THE DALLAS MORNING NEWS

*Member, Metro Sunday Comics Network*

**CRESMER & WOODWARD, INC.** National Representative

New York • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

# If Federal Statistics Don't Suit You

... or if the government threatens to stop compiling ones you find useful, you may get the action you desire by working through a new group known as the Federal Statistics Users Conference.

It is easy to imagine the 1958 Census of Business being so presented as to make it directly usable. Instead of enumerating the wholesale and retail outlets in metropolitan areas, for example, it might substitute sales territories or those in which newspapers circulate. Such daydreams of what statistics might become are being assembled and proposed to Government by an organization just a little more than a year old—the Federal Statistics Users Conference, 1420 New York Avenue, N.W., Washington 5, D. C. Government pays attention.

The notion of organizing those who pore over statistics took hold about four years ago when it appeared that the Business Census might be starved or even abandoned. The new Secretary of Commerce, Sinclair Weeks, had told Congress, in effect, that he was not aware of any use for these figures which were so expensive to collect. Congress was preparing to substitute a token for a genuine appropriation. As market analysts and sales managers clamored for statistics, Sen. Paul Douglas (Dem., Ill.) argued against subsidizing sales and advertising departments while reducing welfare appropriations.

Those who had convinced the Ad-

ministration and Congress that statistics are needed didn't completely disband after they won their battle. After endless discussion, they held an organization meeting a year ago November; they are now trying to boost their membership from 130 to about 400.

To the members themselves, the Conference is a kind of consumers' union. It examines the statistical output and reports what's the matter with it, forwarding complaints to the purveyors, trying to see to it that they are satisfied. To the agencies that collect statistics, the Conference is an organization which provides free market research, collecting reactions to their products. Naturally, its seal of approval is valuable at appropriations time.

At present, the Conference is canvassing members on what they want of the 1958 Business Census. Most prefer speed for the preliminary returns, even at the expense of coverage. What they criticize is the way the figures are tabulated—for states and for metropolitan areas only. A metropolitan area is an incorporated city with at least 50,000 population along with the counties containing it. National companies prefer territories cut

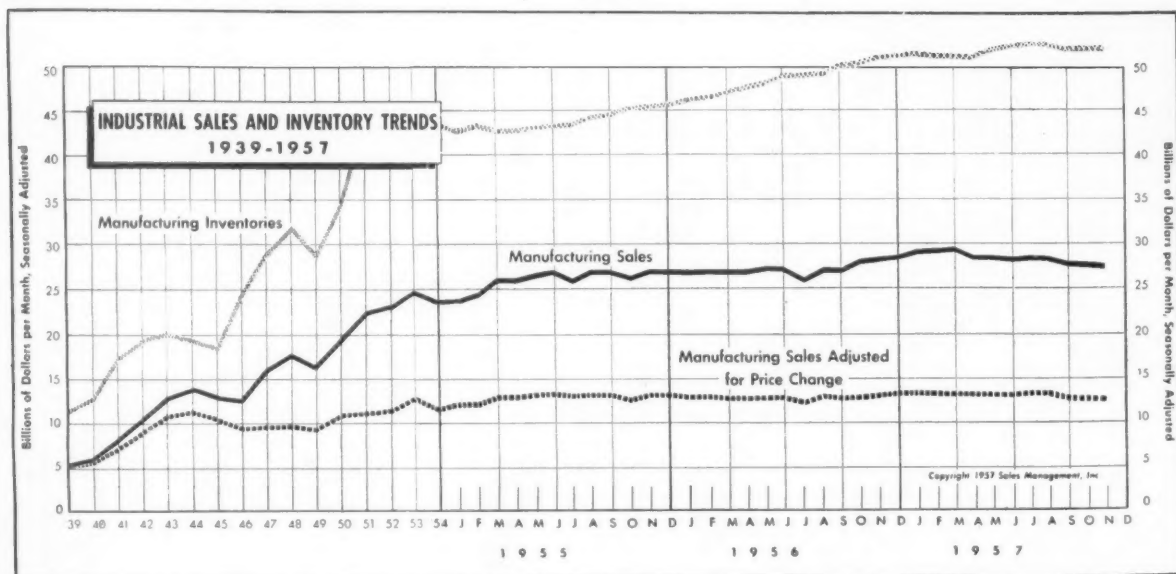
closer to the way they do business—to the way they select advertising media, route salesmen, warehouse their products.

The most generally held proposal is to take territories within which distributors compete with each other: the suburban annex competes with the downtown department store. This usually works out to mean cities and their hinterlands of commuters.

If the Census Bureau agrees that metropolitan areas are insufficient, it will itself define the territories to be substituted. Probably, it would send out thousands of questionnaires or perhaps meet with market analysts. The Conference would support a request to Congress to finance such a project.

Politics permitting, the 1960 Census may no longer divide the countryside into "Rural-farm," "Rural non-farm," "Rural-farm," in the Census vocabulary, always meant places where a lot of people called themselves farmers. No longer, it is being argued, does that title mean anything. People who claim it include some whose incomes come mainly from clerking in village stores, brokers with country homes, exurbanite account executives. The 1960 Census maps may simply picture density of population.

Perhaps by miracle, the businessmen, unions and farm representatives who run the Conference have been able to agree pretty well on what they want. The Conference rules help. Each group has veto power. In their demand for and criticism of statistics, business, labor, agriculture usually support each other. **The End**



Industrial sales in November declined for the fourth successive month, while inventories remain stable. Much

sharper drops in the new orders series suggest further declines in industrial activity over the next quarter.



# DOES <sup>specialized</sup> BUSINESS PUBLICATION ADVERTISING HELP SALESMEN?

says Mr. Hegarty:



Jack Hegarty  
Texas Instruments  
Incorporated  
sells to industry

No one is in a better position to give a hard-boiled, practical answer to this question than the men who spend their working lives on the sales front...the men the ads are supposed to help...the men who sell.

Here is the statement of a salesman who knows what advertising does for him when it appears in the industrial, trade or professional publications that serve the specialized markets to which he sells:

"I sell semiconductors and other components to original equipment manufacturers in the electronics field. With the tremendous expansion in the electronic industry today, one of our problems is prompt coverage of the market when a new or improved device is announced. I can contact all my larger accounts within a few days, but it takes considerable time to cover the many smaller accounts.

"That's one of the reasons I think our advertising in business publications is so important. It covers all my prospects, large and small, and gets the story of our products to all three groups that can influence purchases—the engineers, the purchasing agents and top management. In some accounts 50 or 60 engineers will attend a meeting. However, there are still many decision-making personnel who can't attend because of other demands on their time. But I know that they will get our story from our advertising.

"On cold calls, many times my selling effort is greatly assisted by the 'pre-selling' of our advertising and it seems to me that advertising often gets me an entree at a higher level than I can usually get on cold calls.

"It helps in other ways, too. For instance, we get inquiries for applications and devices that haven't been developed by our company. Prospects read the advertising, get clues, then contact us. In one case we ran an ad that basically showed a specification sheet on a new component. On one inquiry I followed up, the engineer had the magazine open on his desk right at our ad. He asked me, 'Can you meet this spec?' It was different—but, by some specialized design work, something we could do. I secured a first release order for over \$70,000 just from this one inquiry.

"While my division of our corporation had first established its name in the industry on the basis of its work in semiconductors, we also manufacture many other components. They are in competition with units of companies longer established than we are. Here our advertising helps establish our name as a progressive company with a dependable reputation, good to deal with."

Ask your own salesmen what your company's business publication advertising does for them. If their answers are generally favorable, you can be sure that it is really helping them sell. If too many answers are negative, it could well pay you to review your advertising objectives—and to make sure the publications that carry your advertising are read by the men who must be sold.

## How salesmen use their companies' advertising to get more business

Here's a useful package of ideas for the sales manager, advertising manager or agency man who would like to get more horsepower out of his advertising. Send for a free copy of the pocket size booklet which reports the successful methods employed by eleven salesmen who tell how they get more value out of their companies' business publication advertising.



You can be sure that more of your salesmen will use your advertising after they read how others get business through these simple methods.

The coupon is for your convenience in sending for your free copy.

## NATIONAL BUSINESS PUBLICATIONS, INC.



...each of which serves a specialized market in a specific industry, trade or profession.

### NATIONAL BUSINESS PUBLICATIONS, INC.

Department 12-B  
1413 K Street, N. W.  
Washington 5, D. C.

STERLING 3-7533

Please send me a free copy of the NBP booklet "How Salesmen Use Business Publication Advertising in Their Selling."

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Company \_\_\_\_\_  
Street Address \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_



## Pictures of Success...

Beautiful furs—sales incentive—achievement awards—gift when it's an occasion. Write for catalog, "Furs in the News"

**VICTOR ASSELIN FUR, INC.**  
363 SEVENTH AVENUE, NEW YORK  
Bryant 9-8830

## FOOD SALES MANAGER Grocery - Institutional

National Sales Manager, 12-year experience background with one of the biggest U.S. food manufacturers, came up from retail salesman, through district and regional sales managements. Fully qualified to fill top food sales position. Profit-oriented and cost-conscious, he is a creative professional who can introduce spark, fresh thinking into dynamic sales program. He has headed 200-man sales team. Can work in field as well as home office. Will bring to post a thorough knowledge of product introduction, test marketing, motivation of salesmen, market planning and merchandising. He is a sales-producer who will need a minimum of warm-up time. For interview write:

Box 3373

## MANAGER OF MARKETING

Rhode Island manufacturer of industrial pumps, heat exchangers and residential heating equipment now in process of developing several new products, wants an aggressive marketing manager.

Training in marketing and management with experience in responsible position involving forecasting, sales management, market analysis and planning are essential qualifications. Please furnish complete information about yourself when replying. Box No. 3371.

## On Sales Training

"What's wrong with sales training? Lots of things. . . . Companies jam information into salesmen with complete disregard for the salesmen's feelings. They ignore the fact that "know-how" starts with "care-how"—failing to take the time and trouble to motivate their men before they train them."

—Zenn Kaufman,  
sales consultant

# 16 Ways Executives Dodge Decision-Making

(continued from page 35)

quired it by the time he is twenty, the likelihood that he will ever become decisive is quite remote. The situation can be helped, not by changing the individual (little can be done for him) but by altering his job assignment to fit his qualifications. If it is clear that he is over his head, he must be given a more modest, less taxing assignment; one that is more in keeping with his qualifications. He will then have fewer decisions to make, most of them involving little or no risk. This, then, eliminates or minimizes his anxieties by removing their source. This is what is known in psychiatry as milieu therapy: the treatment is directed not toward the patient, but at the conditions of his environment which are producing his difficulties. The same principle applies to the "executive" who is over his head on his job and refuses to face reality; he cannot be changed but his tensions can be relieved by lessening the number and degree of risk of the decisions he is called upon to make. This can be accomplished either by reducing the scope of his responsibilities or by arranging for his supervisor or someone else to make his more trying decisions for him.

Inadequate executives are often annoying, frustrating and sometimes

slightly ridiculous (many of their excuses for inaction are transparent). Actually, they should be thought of as objects of pity. Living as they do lives of quiet desperation, of chronic doubt and indecision, they should not be objects of scorn and ridicule but rather of commiseration.

And who is to blame for their plight? Not they; they do not know the extent of their own limitations. It is their employer; it was *he* who promoted them over their heads; it is *he* who is keeping them there.

Every time such an executive, writhing in an agony of doubt and indecision, postpones action on some silly pretext, or finds himself doubling up with the pain of an ulcer, or drinks himself into a sodden stupor, his superiors, the men who placed him where he is and are keeping him there, can say to themselves with true pride, "See what we have done. Look at this product of our skill as selectors of men. Aren't we experts in building an organization?"

The End

The author, Dr. Robert N. McMurry, is a psychologist, marketing man and statistician. His Robert N. McMurry & Co. is consultant to a wide range of concerns producing consumer and industrial goods.



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Randy Brown, Jr.

#### SALES PROMOTION MANAGER

Philip L. Patterson

#### Asst. to Vice-President, Sales

Cecelia Santoro

#### ADV. SERVICE MANAGER

Madeleine Singleton

#### PRODUCTION MANAGER

Virginia New

### DIVISION SALES MANAGERS

**New York**—W. E. Dunsby, Wm. McClenaghan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, Robert B. Hicks, Dan Callanan, 386 Fourth Ave., New York 16, N. Y. LEXington 2-1760.

**Chicago**—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

**Pacific Coast**—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODland 2-3612.

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## TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

### Paeans

U. S. Brewers Foundation has picked the N. Y. p.r. firm of Dudley-Anderson-Yutzy (correct) for the \$750,000-a-year task of getting us to feel good about beer. Whatever else D-A-Y will do I wouldn't know. But I salute the season (and hope to scoop the music trade papers) by announcing that under Thomas D. Yutzy, and conductor Edwin McArthur, former accompanist for Wagnerian soprano Kirsten Flagstad, a 54-voice chorus is now being trained to sing of suds across the land.

### Bureaux

Magazine Ad Bureau of Magazine Pubrs. Assn. told us lads the other day about a "broad information and promotion program."

However: While MAB would like a doubled budget, to \$400,000, it will settle, at this stage, for just \$50,000 more.

Bureau of Adv., ANPA, confides that it now spends \$2 million annually to proclaim the news of newspapers. Radio Ad Bureau will have about \$850,000 in 1958, and is aiming for \$1 million. For fiscal 1958, started September 1, three-year-old TvBureau boosted budget 11% to \$800,000.

### Radiatorise

In seven weeks Paul Roberts pushed back Mutual's red sea and emerged \$6,000 in the black for third quarter 1957. With current \$8 million annual net billing rate, one-third higher than a year ago, his stockholders expect a Happy New Year. Through December 31 all MBS five-minute newscasts have been sold.

Arthur Hull Hayes informs CBS radio affiliates that, for the first time since 1950, station payments this year will exceed those of previous year. . . . In 11 months NBC radio's net sales gained 40%, and station payments now are 200% above 1956. . . . With an October change in program format, ABC radio's revenue dipped. But 1957 is expected to end on the up side.

Meanwhile, Station Reps. Assn. says gross time sales of national spot radio climbed 30.9% in first nine months, to \$144.4 million.

### Great Grand-Dad

One *Life* page (through Kudner Agency) brings National Distillers 600 orders for "the most expensive bottle of whiskey." \$35 gives a gallon of Old Grand-Dad on a Honduras mahogany pouring stand, bearing your name etched in solid brass.

In this experiment ND would rather have its limited-production gallons bought for display in bars and package

stores, to suggest that OG-D is sort of super in quarts, fifths and pints, too.

### One-Shots

This reminds me of smaller advertisers who save their dimes until they can buy one insertion in a big mag . . . and then merchandise the hell out of it. ("As advertised in *Life*," or *The Post*, or *McCall's*, etc.)

*Life's* line-counters tell me that, in first nine months 1957, it carried 236 one-time advertisers. These were 32.6% of all the magazine's advertisers in this period. In same nine months 1956, the 302 one-timers were 37.4% of advertiser total. In 1957, 17 bought a two-page spread, 68 a full page, 151 less than page. In 1956, 14 bought a spread, 86 a page, 202 less than page.

### Eldorado

Having amassed 13 million circ. for its domestic edition, *Reader's Digest* is going "regional" within the USA. A two million circulation version for far western states will start in April.

### Misc.

With Saran Wrap busy biting into aluminum foil, Dow Chemical's Plastics division now offers Styron 60 ("better and lower-priced than cellophane"). It appeared this fall wrapped around stockholders' proxy statements. First "commercial" uses will be for envelope windows and window cartons. . . . Dow's new Saraloy (rubberlike plastic) will compete with sheet metals and asphalt for flashings and other building jobs. . . .

Time was when three brands did 85% of cigarette volume, and a six-column robot met nearly everyone's needs. But now, with more than 80 brands—regulars, kings, filtered, metholated and de-cancered—Continental Vending Machine Corp. has come up with a 30-brand dispenser. . . .

"Concessions" may save the N. Y. Central. On January 1 Chas. Pfizer & Co., pharmaceuticals, becomes a sub-tenant at the please-buy-our-shares exhibit in Grand Central of Merrill Lynch & Partners. Pfizer's rent for two months: \$8,500.

### Ad Winds

For this fortnightly stint I'd intended to suggest the title "Ad Winds." But I forgot. Meanwhile, from all the brainstorming of our braintrust, emerged "Today's Advertising."

My suggested text would have been taken from a 50-year-old incident. James Walter Thompson found himself next to a sandwich man on the old New York El. To the man's query Thompson admitted that he was in the advertising business. The sandwich man: "I am too. *Ain't it hell when the wind blows?*"

The Scratch Pad this issue is on page 77



# In Milwaukee, MORE consumer units have the money for good living

*Here are the 25 largest U. S. counties and the percentage of consumer spending units in each income group over \$4,000 —from Sales Management Survey of Buying Power, 1957.*

\$4,000 AND OVER	\$4,000 to \$6,999	\$7,000 to \$9,999	\$10,000 and OVER
County	County	County	County
Nassau, N. Y. .... 71.0%	<b>MILWAUKEE, WIS. 42.1%</b>	Nassau, N. Y. .... 17.6%	Nassau, N. Y. .... 16.6%
Wayne, Detroit .... 64.6%	Wayne, Detroit .... 41.4%	Wayne, Detroit .... 15.2%	Essex, Newark .... 10.2%
<b>MILWAUKEE, WIS. 63.4%</b>	Erie, Buffalo .... 39.9%	Cook, Chicago .... 14.9%	Cook, Chicago .... 9.7%
Cuyahoga, Ohio .. 62.0%	Cuyahoga, Ohio .. 38.8%	Cuyahoga, Ohio .. 14.2%	Cuyahoga, Ohio .. 9.0%
Cook, Chicago .... 61.8%	Cook, Chicago .... 37.2%	<b>MILWAUKEE, WIS. 13.6%</b>	New York City .... 8.2%
Essex, Newark .... 59.7%	Hennepin, Minn... 37.2%	Essex, Newark .... 13.6%	Wayne, Detroit .... 8.0%
Erie, Buffalo .... 57.7%	King, Seattle .... 37.2%	Alameda, Calif. .... 12.9%	Dallas, Tex. .... 7.9%
Alameda, Calif. .... 56.6%	Nassau, N. Y. .... 36.8%	Allegheny, Pa. .... 12.4%	Middlesex, Mass. 7.8%
Hennepin, Minn... 56.3%	Allegheny, Pa. .... 36.7%	King, Seattle .... 12.4%	<b>MILWAUKEE, WIS. 7.7%</b>
King, Seattle .... 56.3%	Alameda, Calif. .... 36.3%	Los Angeles, Calif. 12.1%	Dist. of Columbia 7.7%
Allegheny, Pa. .... 55.5%	Essex, Newark .... 35.9%	New York City .... 12.0%	Alameda, Calif. .... 7.4%
Middlesex, Mass. ... 55.1%	Middlesex, Mass. ... 35.8%	San Francisco .... 11.9%	Hennepin, Minn... 7.3%
New York City .... 54.3%	Los Angeles, Calif. 55.2%	Hennepin, Minn... 11.8%	San Francisco .... 7.2%
Los Angeles, Calif. 54.3%	Harris, Houston ... 35.1%	Erie, Buffalo .... 11.7%	Harris, Houston ... 7.2%
Harris, Houston ... 53.8%	St. Louis, Mo. .... 34.6%	Harris, Houston ... 11.5%	Los Angeles, Calif. 7.0%
Dallas, Tex. .... 52.3%	Baltimore, Md. .... 34.3%	Middlesex, Mass. ... 11.5%	King, Seattle .... 6.7%
San Francisco .... 52.3%	Hamilton, Ohio .... 34.1%	Dallas, Tex. .... 11.2%	Dade, Miami .... 6.6%
St. Louis, Mo. .... 52.0%	New York City .... 34.1%	Dist. of Columbia 11.1%	St. Louis, Mo. .... 6.5%
Baltimore, Md. .... 51.7%	Philadelphia, Pa. ... 33.8%	Baltimore, Md. .... 11.0%	Allegheny, Pa. .... 6.4%
Hamilton, Ohio .... 50.4%	Dallas, Tex. .... 33.2%	St. Louis, Mo. .... 10.9%	Baltimore, Md. .... 6.4%
Philadelphia, Pa. ... 50.0%	San Francisco .... 33.2%	Philadelphia, Pa. ... 10.5%	Hamilton, Ohio .... 6.3%
Dist. of Columbia 49.6%	San Diego, Calif. 32.7%	Hamilton, Ohio .... 10.0%	Erie, Buffalo .... 6.1%
San Diego, Calif. 47.0%	Suffolk, Boston .... 32.3%	San Diego, Calif. ... 9.3%	Philadelphia, Pa. ... 5.7%
Suffolk, Boston .... 46.2%	Dist. of Columbia 30.8%	Suffolk, Boston .... 9.1%	San Diego, Calif. ... 5.0%
Dade, Miami .... 44.5%	Dade, Miami .... 29.2%	Dade, Miami .... 8.7%	Suffolk, Boston .... 4.8%

*Advertising returns are above par in this better-income market—and advertising costs are below par. Here one newspaper reaches 9 out of 10 families in a metropolitan area of more than a million consumers.*

## THE MILWAUKEE JOURNAL

National Representatives, O'Mara & Ormsbee, Inc.

NEW YORK CHICAGO DETROIT LOS ANGELES SAN FRANCISCO

# In Philadelphia, buying begins at home



**The Bulletin goes home...delivers more copies to more people every seven days in Greater Philadelphia than any other newspaper**

Families in the giant 14-county Greater Philadelphia market spend \$168,037,000 a year for drugs, cosmetics and toiletries. Your products get first call at the drugstore when you use the advertising columns of Philadelphia's home newspaper—The Evening and Sunday Bulletin. And you can get the added impact and greater realism of **R.O.P. spot and full COLOR**—seven days a week.

The Bulletin exerts a powerful influence on buying habits in the thriving Greater Philadelphia market. Philadelphians like The Bulletin. They buy it, read it, trust it, and respond to the advertising in it. The Bulletin is Philadelphia's home newspaper.

**Advertising Offices:** Philadelphia, 30th and Market Streets • New York, 342 Madison Avenue • Chicago, 520 N. Michigan Avenue

**Representatives:** Sawyer Ferguson Walker Company, Detroit • Atlanta, Los Angeles • San Francisco • Seattle

## In Philadelphia nearly everybody reads The Bulletin

# HOW TO KICK-OFF A SALES PROGRAM



If you want to get your sales program off on the right foot — call a sales meeting.

And if you want a really *successful* sales meeting — call SHERATON HOTELS.

Sheraton Hotels coast to coast in the U. S. A. and Canada are geared to running meetings of all sizes. Experts help you plan your show. The hotel staff knows how to keep your meeting running smoothly, efficiently. Service is quick. Meals are out-of-the-ordinary. Every facility is at your disposal.

You'll get more out of your next sales meeting — more out of your company's sales program — if you contact the team at Sheraton. Call or write the Sales Department in the Sheraton Hotel nearest you. Or if you wish, write to:

**FREE:** Planning Guide and Check List for conventions. Write — National Convention Office, Sheraton-Park Hotel, Washington, D. C.



**SHERATON** the proudest name in **HOTELS**

Executive and Sales Office: 470 Atlantic Avenue, Boston 10, Massachusetts

**EASTERN DIV.**  
NEW YORK  
Park-Sheraton  
Sheraton-Astor  
Sheraton-McAlpin  
Sheraton-Russell  
BOSTON  
Sheraton-Plaza  
WASHINGTON  
Sheraton-Carlton  
Sheraton-Park

PITTSBURGH  
Penn-Sheraton  
BALTIMORE  
Sheraton-Belvedere  
PHILADELPHIA  
Sheraton Hotel  
PROVIDENCE  
Sheraton-Biltmore  
SPRINGFIELD, Mass.  
Sheraton-Kimball

ALBANY  
Sheraton-Ten Eyck  
ROCHESTER  
Sheraton Hotel  
BUFFALO  
Sheraton Hotel  
SYRACUSE  
Sheraton-Syracuse Inn  
Sheraton-DeWitt Motel

**MIDWESTERN DIV.**  
CHICAGO  
Sheraton-Blackstone  
Sheraton Hotel  
DETROIT  
Sheraton-Cadillac  
CINCINNATI  
Sheraton-Gibson  
ST. LOUIS  
Sheraton-Jefferson

OMAHA  
Sheraton-Fontenelle  
LOUISVILLE  
Sheraton-Seelbach  
The Watterson  
DALLAS  
Sheraton Hotel  
Opens 1959  
AKRON  
Sheraton Hotel  
INDIANAPOLIS  
Sheraton-Lincoln

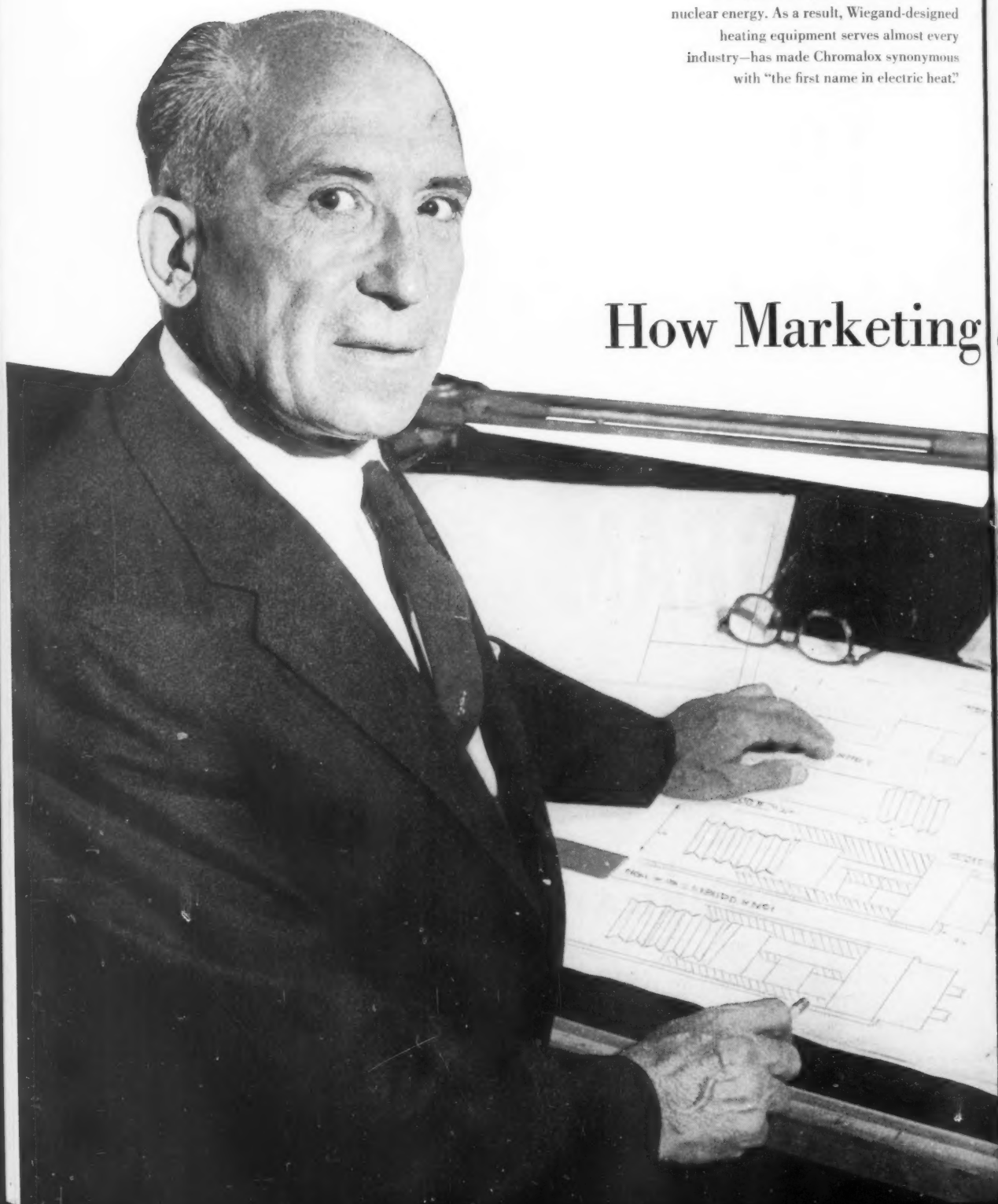
FRENCH LICK, Ind.  
French Lick-Sheraton  
RAPID CITY, S. D.  
Sheraton-Johnson  
SIOUX CITY, Iowa  
Sheraton-Martin  
Sheraton-Warrior  
SIOUX FALLS, S. D.  
Sheraton-Carpenter  
Sheraton-Cataract

CEDAR RAPIDS, Iowa  
Sheraton-Montrose  
**PACIFIC DIV.**  
SAN FRANCISCO  
Sheraton-Palace  
LOS ANGELES  
Sheraton-Town House  
PASADENA  
Huntington-Sheraton

**CANADIAN DIV.**  
MONTREAL  
Sheraton-Mt. Royal  
The Laurentien  
TORONTO  
King Edward Sheraton  
NIAGARA FALLS, Ont.  
Sheraton-Brock  
HAMILTON, Ont.  
Royal Connaught

As Edwin L. Wiegand Company's Engineering Vice President, Mr. Joseph J. McOrlly starts with any one of more than 15,000 versions of the famous Chromalox heating element, and designs equipment to handle any kind of heating problem, from domestic hot water to complicated applications in the field of nuclear energy. As a result, Wiegand-designed heating equipment serves almost every industry—has made Chromalox synonymous with "the first name in electric heat."

## How Marketing ca





*“Engineering’s most interesting job is finding new ways to improve a product’s quality at the same time we reduce its cost of manufacture. We have a great variety of products to work on here at Chromalox, and a consequently wide range of interests in materials and components which may offer us better design solutions.*

*“In finding what we need, the importance of catalogs cannot be overstressed. Nor can I overstress how much it means, in convenience and time-saving, to have instant access to these catalogs whenever we need them. That is why we find the catalogs which manufacturers provide to us through Sweet’s so particularly valuable. They are always at hand, and so quick and convenient to use.*

*“Engineering has a real and personal interest in encouraging as many manufacturers as possible to make their catalogs available to us in these efficient, time-saving collections.”*

**Joseph J. McOrlly**  
Vice President in Charge of Engineering  
Edwin L. Wiegand Company  
Pittsburgh, Pennsylvania

## g can better serve Engineering's needs

There is a rising tide of demand among engineers for the convenient, practical solution to the “catalog problem” that pre-filed catalogs alone can offer. In recent national surveys among design and plant engineers, for example, over 93% of them cast their votes in favor of pre-filed catalogs.\*

This year the catalogs of 1,740 manufacturers are available to America’s building and product designers, plant engineers, and metalworking production executives in one or more of the six pre-

filed catalog collections which Sweet’s maintains for these manufacturers in the offices of qualified buyers throughout the United States.

Your Sweet’s representative will be glad to give you detailed information about the advantages of pre-filing *your* catalog—how, when you do so, you serve the information needs of industry’s buyers best, and thereby sharply increase the number of times your salesmen are *invited* to bid for wanted business.

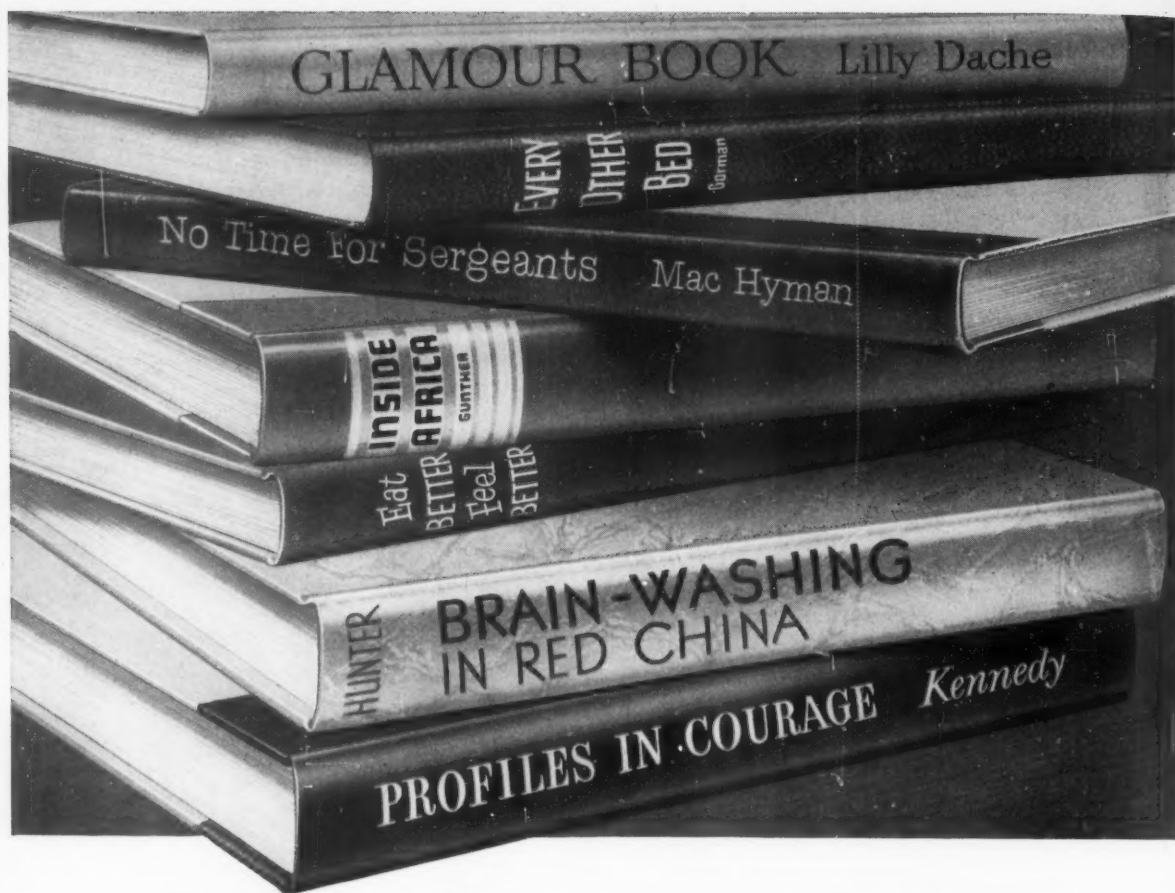
*\*Copies of these surveys are available upon request to our Research Department in New York.*



### **SWEET'S CATALOG SERVICE**

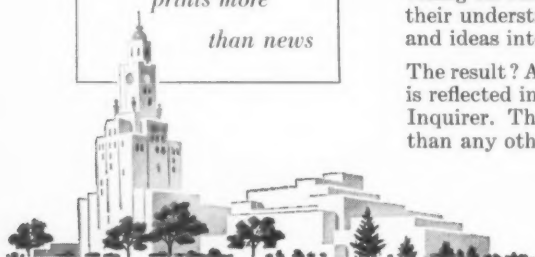
Division—F. W. Dodge Corporation  
119 West 40th Street, New York 18

ATLANTA 3 • BIRMINGHAM • BOSTON 16 • BUFFALO 2 • CHICAGO 54 • CINCINNATI 2 • CLEVELAND 15 • DALLAS 1 • DETROIT 26  
LOS ANGELES 17 • NEW ORLEANS 12 • PHILADELPHIA 7 • PITTSBURGH 19 • SAN FRANCISCO 5 • ST. LOUIS 1 • WEST HARTFORD, CONN.



## Look what came in the morning paper!

*A great newspaper  
prints more  
than news*



If you read The Philadelphia Inquirer you could have read all of the books illustrated above, and more, without buying them.

During 1956, The Inquirer serialized 16 "Best Sellers" as well as a host of special features . . . for The Inquirer is dedicated to the task of providing its readers with a mental diet that enlivens their days, widens their understanding, improves their leisure and introduces new people and ideas into everyday existence.

The result? A vast family of avid readers whose loyalty to The Inquirer is reflected in the exceptional response they give to advertising in The Inquirer. That's why The Inquirer carries more advertising linage than any other Philadelphia newspaper.

### The Philadelphia Inquirer

*Now in its 24th consecutive year of total advertising leadership*

#### Exclusive Advertising Representatives:

**NEW YORK**  
ROBERT T. DEVLIN, JR.  
342 Madison Ave.  
Murray Hill 2-5838

**CHICAGO**  
EDWARD J. LYNCH  
20 N. Wacker Drive  
Andover 3-6270

**DETROIT**  
RICHARD I. KRUG  
Penobscot Bldg.  
Woodward 5-7260

#### West Coast Representatives:

**SAN FRANCISCO**  
FITZPATRICK ASSOCIATES  
155 Montgomery St.  
Garfield 1-7946

**LOS ANGELES**  
FITZPATRICK ASSOCIATES  
3460 Wilshire Boulevard  
Dunkirk 5-3557

MEMBER: METROPOLITAN SUNDAY NEWSPAPERS • FIRST 3 MARKETS GROUP

a NEW kind of lighting

**GUTH GRATELITE\* LOUVER-DIFFUSER**  
for fixtures and ceilings

\*U.S. Pat. No. 2,745,001  
Canadian Patent Pending



Write for free DATA AND PLANNING GUIDE

**Guth**  
TRUSTED name in lighting since 1902

**THE EDWIN F. GUTH COMPANY**  
2625 Washington Blvd. • St. Louis 3, Mo.

A

# Which Ad Pulled Best?

(with apologies to Printers' Ink)

a NEW kind of lighting

**GUTH GRATELITE\* LOUVER-DIFFUSER**  
for fixtures and ceilings

\*U.S. Pat. No. 2,745,001  
Canadian Patent Pending



Write for free DATA AND PLANNING GUIDE

**Guth**  
TRUSTED name in lighting since 1902

**THE EDWIN F. GUTH COMPANY**  
2625 Washington Blvd. • St. Louis 3, Mo.

B

## The answer is the clue to why Newsweek has outdistanced the general weekly field in advertising gains

**T**his same ad, run 32 times in **NEWSWEEK**, produced even more inquiries in the latter stages of the campaign than at the beginning.

In February, 1955, the Edwin F. Guth Company of St. Louis decided to acquaint top management and influential customers with its fine fluorescent and incandescent lighting fixtures through use of business-type consumer publications.

**NEWSWEEK** and one other publication were selected on a cost-per-inquiry basis, **NEWSWEEK** far outpulled the others. And **NEWSWEEK**'s results met with so much more enthusiasm among the company's personnel, salesmen, and distributors that it was decided **NEWSWEEK** could carry the ball by itself.

And **NEWSWEEK** has done just that. In fact, after two and one-half years of running the same ad, the Guth Company's total January and February inquiries for 1957 were greater than any two months of the entire period. Run 13 times a year, the same ad has actually been increasing inquiries.

"And," this advertiser reports, "the quality of **NEWSWEEK** inquiries is excellent . . . dictated requests on company letterheads. Needless to say, we plan to continue in **NEWSWEEK**."

### Why such a responsive audience?

**NEWSWEEK** is edited for and read by communicative people . . . those with the dynamic capacity for influencing others in their family, business, social and community relationships.

And their number grows steadily. **NEWSWEEK**'s circulation rate base for 1958 is 1,150,000.





## "We increased our Trade Mark Service in the Yellow Pages from 50 to 245 directories in one year"

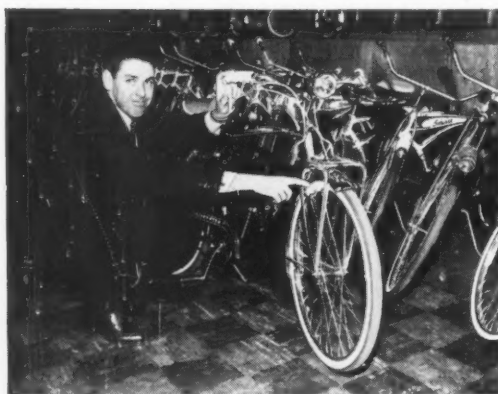
says **FRANK SCHWINN**, Vice President, **ARNOLD, SCHWINN & CO.**, Chicago, Illinois

"Our problem was to give Schwinn bicycle owners the best possible service. In order to make our authorized dealers easy to find, we tried Trade Mark Service on an experimental basis," explains Mr. Schwinn.

"It soon proved valuable in creating greater customer satisfaction and building dealer good will. After the first year, we increased our original contract from 50 to 245 directories. Now

our national advertising refers prospects to our dealer listings in the Yellow Pages."

Trade Mark Service in the Yellow Pages can direct more sales to your dealers and distributors. Find out how this link between national advertising and local selling can be geared to your marketing needs. Call your telephone business office or look in the consumer magazine section of Standard Rate & Data Service.



**"YELLOW PAGES**  
Trade-Mark advertising brings lots of business," states George Garner of Valley Cyclery in Van Nuys, Calif., one of the biggest Schwinn bicycle dealers in the country. He also has a quarter page directory ad.

### SCHWINN BICYCLES

"World's Finest Bicycle — Made in America." More Americans ride Schwinn—by far. Over 65 Schwinn Models—in every Price Range. **SOLD and SERVICED BY SCHWINN FACTORY-FRANCHISED DEALERS. BUDGET TERMS.**

**Schwinn**

#### "WHERE TO BUY THEM"

##### RESEDA CYCLERY

7357 Reseda Res. Dickens 2-7555

##### VALLEY CYCLERY

8235 Vn Nuys PanCty. STate 5-4264

##### VILLAGE CYCLES

Open Mon & Fri Evenings  
Terms-Lay Away Plan

**TRADE MARK SERVICE** directs sales to dealers listed under the Schwinn trade-mark in the Yellow Pages of 245 classified directories.

SALES MANAGEMENT





A GOOD AD CAMPAIGN  
DELIVERS **PLENTY** THAT MEETS THE EYE

... But good Merchandising at the Point-of-Sale puts money in the till. And there's where we really shine. For better than half a century, Chicago Show has helped advertisers attract customers with dynamic, compelling Merchandising Programs ... created the desire to buy whatever service or merchandise they had to sell at the point-of-sale. Right now, we are ready

to prove we can do the same for you.

If your present campaign is dribbling along, our nation-wide organization is staffed with experts who know how to make your sales spurt! Give us a call. We can come up with an ingenious idea for a single display ... a seasonal promotion ... a year-around program for better Merchandising at the Point-of-Sale.

***Merchandising*** at the POINT-OF-SALE

- Lithographed displays for indoor and outdoor use • Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants • Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders • Mystik® Self-Stik Labels • Squee-zel®
- Econo Truck Signs • Booklets and Folders • Molded Plastic

CHICAGO SHOW PRINTING COMPANY, 2660 N. KILDARE, CHICAGO 39

DECEMBER 20, 1957



Trademark Mystik Registered.

“He must know  
a good spot”





Like the timebuyers at Batten, Barton, Durstine & Osborn.

Major buyers of spot television, they are sure-footed pros at getting the most for their clients' advertising dollars.

They base their choice of media on a wealth of information compiled by their own research department. And they make good use of the market and availabilities data supplied by CBS Television Spot Sales.

Their choice? In Philadelphia, BBDO has placed 11 top-rung accounts on WCAU-TV during the past year...including such big-timers as Lever Brothers, American Tobacco, Wildroot, Cream of Wheat, Liberty Mutual, DuPont and California Oil.

Clearly, BBDO knows a good spot to be in. Why not let their experience be your guide? Join the 393 different national spot advertisers currently using the 13 stations represented by...

## **CBS TELEVISION SPOT SALES**

WCBS-TV New York, WHCT Hartford, WCAU-TV Philadelphia, WTOP-TV Washington, WBTV Charlotte, WBTW Florence, WMBR-TV Jacksonville, WXIX Milwaukee, WBBM-TV Chicago, KGUL-TV Galveston, KSL-TV Salt Lake City, KOIN-TV Portland, KNXT Los Angeles, and THE CBS TELEVISION PACIFIC NETWORK

# Capitalize on this Opportunity to build *Modernization Sales* in...

- Residential air conditioning
- Warm air heating
- Sheet metal contracting



## American Artisan's BIG MARCH MODERNIZATION ISSUE

The right time . . . the right place to go after the profitable Modernization market.

Yes, here's *another* mighty contribution AMERICAN ARTISAN is making to its field. The March Issue starts 1958's big drive for replacement and modernization sales. An issue filled with stimulating "why to" articles, vital "how to" articles — in short, an issue specially designed to guide dealers in planning, promoting, and **SELLING** Modernization. A thorough job from cover-to-cover!

Take advantage of this unusual opportunity in March. Decide now on a complete selling message to the **KEY** dealer-contractor readers who subscribe to and read the industry's No. 1 trade magazine . . . AMERICAN ARTISAN.

Symbols of  
Wantedness



### AMERICAN ARTISAN

KEENEY PUBLISHING CO.

AIR CONDITIONING HEADQUARTERS

6 N. Michigan

Chicago 2







## IS YOUR PRODUCT TAGGED FOR MORE SALES?

McCall's Use-Tested Tag is one of the busiest, most realistic selling aids you can have in your arsenal today.

Here's how it helps move your product at the point-of-sale:

- It gives feature-by-feature endorsement of the use values of your product by authoritative homemakers . . . the Editors of McCall's.
- It gives specific reasons to buy . . . *not* a vague general endorsement.
- It tells consumers *how* to choose the best product to suit their needs . . . in friendly terms they easily understand.

- It provides retail salesmen with convincing, friendly "sales-talk" material . . . based on actual use-testing of your product.
- It enables you to do a double selling job . . .  
 . . . selling the use values of your product to shoppers at the point-of-sale.  
 . . . and closing the sale with millions of shoppers already pre-sold through your ad in McCall's.

For more information on how McCall's Use-Tested Tag can help you sell *more* . . . see your McCall's representative, or write to Use-Tested Tag, c/o McCall Corp., 230 Park Avenue, New York 17, New York.

# McCall's

*The magazine of Togetherness, reaching more than 5,200,000 families.*



Tribune draws over 500,000 visitors to 85 model homes

## The Tribune can do almost anything in Chicago

The Chicagoland Home and Home Furnishings Festival is the world's most outstanding home promotion. And it took the Tribune to stage it.

This fall the Tribune drew over 500,000 visitors to 85 new homes on exhibit in its 11th Annual Festival. They came . . . they saw . . . they bought the latest in wall-ovens, family rooms, and push-button living.

The Tribune's leadership in the home field also extends to its advertising pages—\$1 million worth of homes sold for Park Forest Homes, Inc. from a single page—\$40,600 worth of furniture for Vignola Furniture from another—and \$45,000 worth of kitchen and bathroom equipment for the Stevenson Plumbing Co. from a third.

In Chicago and suburbs, the Tribune reaches as many people as the seven top weekly national magazines combined! More than 6 times as many Chicagoans read the Tribune as turn on the average evening TV show.

That's why 11 out of every 12 homes advertised for sale in the want ad sections of Chicago newspapers are advertised in the Tribune.

Why not use the Tribune to drive home your sales message in Chicago?

**THE CHICAGO TRIBUNE**

6708



go